



**SOUTH CAMBRIDGESHIRE DISTRICT
COUNCIL**

**COUNCIL MEETING
THURSDAY, 26 APRIL 2007**

AGENDA AND REPORTS

South Cambridgeshire Hall
Cambourne Business Park
Cambourne, Cambridge
CB23 6ES

If the press and public are likely to be excluded from the meeting during consideration of the following item on the grounds that exempt information is to be considered, it will be necessary to pass the following resolution: "That under Section 100(A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph (quoting relevant paragraph) of Part 1 of Schedule 12A (as amended) of the Act."

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

TO: The Chairman and Members of the
South Cambridgeshire District Council

NOTICE IS HEREBY GIVEN that the next meeting of the **COUNCIL** will be held in the **COUNCIL CHAMBER, FIRST FLOOR** at **2.00 P.M.** on

THURSDAY, 26 APRIL 2007

and I am, therefore to summon you to attend accordingly for the transaction of the business specified below.

DATED 18 April 2007

GJ HARLOCK
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

PRESENTATION

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF THE LAST COUNCIL MEETING**
To authorise the Chairman to sign the Minutes of the meeting held on 22 March 2007 as a correct record.

(Pages 1 - 6)
4. **MINUTES OF THE TRANSFORMATION COMMITTEE HELD ON 21 NOVEMBER 2006**
Following the previous Council resolution to disband the Transformation Committee, Council is requested to authorise the Chairman of Council to sign the Minutes of the last meeting of the Committee held on 21 November 2006 as a correct record.

(Pages 7 - 10)
5. **CHAIRMAN'S ANNOUNCEMENTS**
6. **QUESTIONS FROM COUNCILLORS AND THE PUBLIC**
No questions from councillors and the public have been received at the time of publication. The deadline for the receipt of public questions is **12 noon on Monday 23 April 2007.**
7. **PETITIONS**
To note all petitions received since the last Council meeting.

8. TO CONSIDER THE FOLLOWING RECOMMENDATIONS:

8 (a) Improvement Plan (Cabinet, 12 April 2007)

Cabinet **RECOMMENDED TO COUNCIL** that the Improvement Plan be approved.

Subject to approval of this recommendation, Council is further **RECOMMENDED to RESOLVE** that the Chief Executive, in consultation with the Leader of the Council be authorised to agree any further changes to the plan prior to submission to the Audit Commission.

The Improvement Plan considered by Cabinet on 12 April has been subject to further amendment by the Project Team and Improvement Board. An updated version of the plan will be circulated to all Members following the meeting of the Improvement Board on 24 April 2007.

(Note – draft plan attached, 23 April 2007).

(Pages 11 - 42)

8 (b) Policy for the Award of Discretionary Housing Payments (Cabinet, 12 April 2007)

Cabinet **RECOMMENDED TO COUNCIL** that the policy for award of discretionary housing payments be adopted in order to facilitate future awards from the financial year 2007/08 onwards.

8 (c) MILTON Country Park - Future Management (Cabinet, 12 April 2007)

Cabinet **RECOMMENDED TO COUNCIL** that it approve in principle the disposal of the SCDC land in the park, and the land on a 999-year lease from the Stokes, on the basis of a 99-year lease on a peppercorn basis to the organisation which is selected to take on the management.

8 (d) Review of the Constitution - Recognition of Members' roles and responsibilities within the Constitution and agreement of a revised Protocol on Member Officer relations (Constitution Review Working Party, 12 April 2007)

The Constitution Review Working Party **RECOMMENDED TO COUNCIL:**

1. That the following additions to the Article 2 of the Constitution be approved:

Recognition of political groups

“Members shall be entitled to join political groups. In accordance with the Local Government (Committees and Political Groups) Regulations 1990, a political group shall be treated as constituted when there is delivered to the Chief Executive a notice in writing which:

- (i) is signed by two or more Members of the Council who wish to be treated as a political group;
- (ii) states that Members of the Council who have signed wish to be treated as a political group;
- (iii) states the name of the political group;
- (iv) states the name of the Member who shall be the Leader of the political group.”

Definitions of Controlling and Opposition Groups

“The Political Group or groups of the Council whose Members have been appointed to the Cabinet by the Leader of the Council shall be identified as the Controlling Group or Groups. For the purposes of political control, the Cabinet shall collectively be identified as the Executive.

“The Political Group with the largest number of seats on the Council and whose Members have not been appointed to the Cabinet by the Leader of the Council shall be identified as the Major Opposition Group.

“Other Political Groups with seats on the Council and whose Members have not been appointed to the Cabinet by the Leader of the Council shall be identified as Minor Opposition Groups.”

- (2) That the revised Protocol on Member / Officer Relations (final draft incorporating comments by the Working Party **attached as Appendix 2**), be approved, replacing the existing version at Section H of Part 5.
- (3) That the Member role descriptions (final draft incorporating comments by the Working Party **attached as Appendix 1**) be approved and incorporated into Part 5 of the Constitution.
- (4) That the following recommendation of the Independent Remuneration Panel be approved:

“That a Special Responsibility Allowance equivalent to 30% of the Special Responsibility Allowance paid to the Leader of the Council be paid to the Leader of the Major Opposition Group, with effect from the start of the 2007-2008 civic year.”

- (5)
 - (a) That the role of Opposition Spokespersons at Portfolio Holder meetings be recognised within Part 4 of the Constitution.
 - (b) That the recognition of a ‘Shadow Cabinet’ be not supported.
 - (c) That the Leader of the Major Opposition Group be required to produce an annual report to Council.

***Note** – Also attached is a paper summarising amendments suggested by the Scrutiny and Overview Committee, which considered the draft protocol at its meeting on 19 April 2007.*

(Pages 43 - 80)

9. REVISED CODE OF CONDUCT

To consider the adoption of a revised Code of Conduct. The revised model code was recently published by the Government following an extensive consultation process, and has effect from 3 May 2007.

RECOMMENDATION

That the revised Code of Conduct be adopted for incorporation into the Council’s Constitution with effect from 3 May 2007.

A covering report by the Deputy Monitoring Officer, the revised Code and a table summarising changes from the existing version are attached.

10. MEMBER TOOLKIT AND CONTRACT

Council is recommended to approve the Member Contract and Toolkit. The toolkit draws together in one folder documents already in the Constitution and guidance from external partners.

The Member Contract is a summary of the contents of the Toolkit along with a procedure to be followed in the event of a breach of any of the codes and protocols in the Toolkit. All Members will be asked to sign their own copy of the contract. The intention is for Members to have a single point of reference for the Codes, protocols, guidance and advice that should help them in their roles as Councillors.

Cabinet delegated responsibility for developing the contract and toolkit to the Chairman and Leader of the Council, who have sought advice from the Cabinet, Group Leaders, the Chief Executive and other officers. In addition, the contents of the Toolkit were endorsed by the Member Training Advisory Group at its meeting on 10 April 2007.

The Member Contract will be circulated to Members as soon as it is finalised and prior to the meeting.

RECOMMENDATION

That the Member Contract and Toolkit be approved.

The contents page of the Member Toolkit is attached to this Agenda

A revised recommendation sheet is also attached, seeking agreement of the documents making up the Member contract.

(Pages 105 - 108)

11. SECOND ANNUAL SCRUTINY AND OVERVIEW COMMITTEE REPORT TO COUNCIL

To receive the Second Annual Scrutiny and Overview Committee report (attached).

(Pages 109 - 114)

12. UPDATES FROM MEMBERS APPOINTED TO OUTSIDE BODIES

13. CHAIRMAN'S ENGAGEMENTS

To note the Chairman's engagements since the last Council meeting:

Date	Venue / Event
Friday 23 March	Funeral, Snowy Farr at Oakington
Sunday 25 March	Civic Service at Mid Beds District Council
Monday 26 March	Opening of Indian Restaurant at Great Shelford
Saturday 14 April	Opening of extension to Village Hall at Harlton
Sunday 15 April	Cambridgeshire and Peterborough Young Musicians Gala Concert at Cambridge
Tuesday 17 April	Natural Heritage Awards, presentation evening at Cambourne
Monday 23 April	Citizenship project at Guilden Morden School
Tuesday 24 April	Citizenship project at Great Wilbraham School

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Security

Visitors should report to the main reception desk where they will be asked to sign a register. Visitors will be given a visitor's pass that must be worn at all times whilst in the building. Please remember to sign out and return your pass before you leave. The visitors' book is used as a register in cases of emergency and building evacuation.

Emergency and Evacuation

In the event of a fire you will hear a continuous alarm. Evacuate the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park.

Do not use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.

Do not re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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Toilets

Public toilets are available on each floor of the building next to the lift.

Recording of Business

Unless specifically authorised by resolution, no audio and / or visual or photographic recording in any format is allowed at any meeting of the Council, the executive (Cabinet), or any committee or sub-committee of the Council or the executive.

Banners / Placards / Etc.

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

Smoking

The Council operates a NO SMOKING policy.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts. There shall be no food and drink in the Council Chamber.

Mobile Phones

Please ensure that your phone is set on silent / vibrate mode during meetings.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Council held on
Thursday, 22 March 2007 at 2.00 p.m.

PRESENT: Councillor Mrs CAED Murfitt – Chairman
Councillor JH Stewart – Vice-Chairman

Councillors: Dr DR Bard, JD Batchelor, Mrs PM Bear, AN Berent, NCF Bolitho, RF Bryant, EW Bullman, BR Burling, JP Chatfield, NS Davies, SM Edwards, Mrs VG Ford, Mrs JM Guest, R Hall, Mrs EM Heazell, JA Hockney, MP Howell, Mrs HF Kember, SGM Kindersley, Mrs JE Lockwood, RMA Manning, RB Martlew, MJ Mason, RM Matthews, DC McCraith, CR Nightingale, AG Orgee, JA Quinlan, A Riley, Mrs DP Roberts, NJ Scarr, Mrs HM Smith, Mrs DSK Spink MBE, RT Summerfield, RJ Turner, Dr SEK van de Ven, Mrs BE Waters and NIC Wright

Officers:	Greg Harlock	Chief Executive
	Steve Hampson	Executive Director
	Catrina Dunnett	Principal Solicitor
	Richard May	Democratic Services Manager

Apologies for absence were received from Councillor RE Barrett, TD Bygott, NN Cathcart, Mrs PS Corney, Mrs SM Ellington, Mrs SJO Doggett, Mrs A Elsby, Mrs SA Hatton, Dr SA Harangozo, Mrs CA Hunt, PT Johnson, DH Morgan, Mrs VM Trueman, JF Williams and TJ Wotherspoon.

1. MINUTES

RESOLVED

That the Minutes of the meeting held on 22 February 2007 be confirmed as a correct record and signed by the Chairman, subject to the following amendments:

Minute 6B –

- Refer to Councillor Mrs DSK Spink MBE as having introduced this item.
- Delete figures in the 'Individual alarms' row of the table.
- Garage rented to a Council tenant or leaseholder (NB In excess of **two** garages will be subject to VAT) (*change marked in **bold italics***)

2. DECLARATIONS OF INTEREST

The Chairman declared personal non-prejudicial interests on behalf of all Members who were also parish councillors in Item 8 – Gypsy and Traveller Development Plan Document, advising that those who had considered it at parish council level would consider the matter afresh.

Councillors JD Batchelor, SGM Kindersley, DC McCraith, AJ Orgee and RJ Turner declared personal non-prejudicial interests as elected Cambridgeshire County Councillors.

Councillor Mrs DP Roberts advised that she would leave the meeting during

consideration of Agenda Item 8 – Gypsy and Traveller Development Plan Document, and take no part in the discussions or voting.

Councillor RMA Manning advised that he would leave the meeting during consideration of Agenda Item 12(a) – Notice of Motion, and take no part in the discussions or voting.

3. ANNOUNCEMENTS

The Chairman reported that:

- She had nominated Councillor RE Barrett and Mrs Joan Hullyer (who had served the Council in the Housing Service for 46 years) to attend the Royal Garden Party.
- the Chairman's Charity Concert was taking place on 28 April 2007. Tickets were available from the Chief Executive's Personal Assistant.
- a Customer Services Strategy Workshop would take place on 28 March 2007 in the Swansley Room. Members wishing to attend were requested to notify Democratic Services.

The Conservation, Sustainability and Community Planning Portfolio Holder advised that a meeting of the Local Strategic Partnership was taking place during the following week and that the Chief Executive of Cambridgeshire County Council would be attending. It was this Council's aim to chair the partnership for the coming year. He further advised Members that a presentation on the Community Strategy would take place at the next Council meeting.

4. QUESTIONS FROM COUNCILLORS AND THE PUBLIC

There were no public or Member questions.

5. PETITIONS

No petitions had been received since the last Council meeting.

6. TO CONSIDER THE FOLLOWING RECOMMENDATIONS:

6 (a) Investment Strategy (Cabinet, 8 March 2007)

Council **RESOLVED** that the Investment Strategy be approved.

7. GYPSY AND TRAVELLER DEVELOPMENT PLAN DOCUMENT (GTDPD)

Council considered a report seeking approval for a 'three tier scoring matrix' to be used in the next stage of the Issues and Options process of the GTDPD, agreement of revisions to the plan preparation timetable and the approach for Member involvement in the future development of the plan.

In response to a question, Councillor Dr DR Bard, Planning and Economic Development Portfolio Holder, advised that he would provide clarification regarding the definition of safe walking routes as referred to under Issue 2 of the scoring sheet.

Council **RESOLVED** to:

- (a) approve the 'three tier scoring matrix' at Appendix 1 for use in the site search phase of the Gypsy and Traveller Development Plan Document (GTDPD) Issues and Options process;
- (b) delegate authority to the Corporate Manager for Planning and Sustainable Communities, to make any minor editing changes necessary to the 'three tier scoring matrix', with any which involve a material change being delegated to the Planning and Economic Development Portfolio Holder; and
- (c) hold Special Council meetings at future stages of the GTDPD in order to discuss the development of the GTDPD thereby disbanding the GTDPD Member Reference Group. This process would be reviewed following the wider review of decision-making structures in response to the Corporate Governance Inspection of the Council.

Council **NOTED** the comments from Members and the officer responses to them included at Appendix 2 to the report.

8. AUDIT PANEL: FURTHER REVISION TO TERMS OF REFERENCE

Council **RESOLVED** that the Terms of Reference of the Audit Panel be extended to incorporate approval of the Statement of Accounts and that the Constitution be updated accordingly.

9. QUESTIONS ON JOINT MEETINGS

Councillor MJ Mason raised concern that proposals for a cycleway at Histon had not received due consideration by the South Cambridgeshire Traffic Management Area Joint Committee. He requested that the Council's representatives raise these concerns through the appropriate channels.

10. UPDATES FROM MEMBERS APPOINTED TO OUTSIDE BODIES

Councillor Mrs DSK Spink MBE reported that West Anglia Crossroads for Carers was now providing support for carers in Peterborough City and Fenland District.

11. NOTICES OF MOTION

11 (a) Standing in the names of Councillors RF Bryant, R Hall, SGM Kindersley, AG Orgee and Mrs HM Smith

Councillor SGM Kindersley moved and Councillor AG Orgee seconded a Motion in the following terms:

"We, the undersigned, wish to give notice of a Motion to remove Councillor Mrs Roberts from membership of the Council's Scrutiny and Overview Committee as we consider that it is not in the best interests of the Council for her to be a member of this important Committee at this time.

Following investigation by the Standards Board for England she was found to have breached the Council's Code of Conduct on five separate counts. The details of those breaches have persuaded us that Councillor Mrs Roberts is not a fit and proper person to hold such an influential position on this Council. We do not wish the reputation of this important Committee to be tarnished by association with Councillor Mrs Roberts and believe that she should not have accepted the nomination."

The Motion had been signed by Councillors RF Bryant, R Hall, SGM Kindersley, AG Orgee and Mrs HM Smith in accordance with Standing Order 2.2.

In order for the motion to be approved, a two-thirds majority of those present at the meeting had to vote in favour, equivalent to at least 26 members. Upon being put, the motion failed to receive the support of at least two-thirds of those present at the meeting, and was consequently declared lost.

The voting was recorded as follows:

For (24):

Dr DR Bard	JD Batchelor	Mrs PM Bear
AN Berent	RF Bryant	EW Bullman
JP Chatfield	Mrs VG Ford	R Hall
Mrs EM Heazell	Mrs HF Kember	SGM Kindersley
Mrs JE Lockwood	RB Martlew	RM Matthews
DC McCraith	Mrs CAED Murfitt	CR Nightingale
AG Orgee	Mrs HM Smith	JH Stewart
RT Summerfield	Mrs BE Waters	NIC Wright

Against (8):

NCF Bolitho	BR Burling	NS Davies
MP Howell	MJ Mason	A Riley
Mrs DP Roberts	NJ Scarr	

Abstain (2):

SM Edwards	Mrs JM Guest
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Not Voted (4):

JA Hockney	JA Quinlan	Mrs DSK Spink
RJ Turner		

11 (b) Standing in the names of Councillors VG Ford and RE Barrett

Councillor VG Ford moved and Councillor AG Orgee seconded a Motion in the following terms:

“This Council calls for urgent action to reduce the speed of traffic on the A1307 and requests the Leader and Chairman of the Council to write to the Highways department of Cambridgeshire County Council requesting action be taken.”

Following debate on the matter, the proposer and seconder accepted the following amendments to the wording of the Motion:

“That this Council calls for urgent action to reduce the speed of traffic on the A1307 between Cambridge and Haverhill, particularly the stretch where there have been recent fatalities, and requests the Leader and Chairman of the Council to write to the Highways department of Cambridgeshire County Council requesting that action be taken.”

The Motion as amended, on being put was declared carried.

Council **RESOLVED**

That this Council calls for urgent action to reduce the speed of traffic on the A1307 between Cambridge and Haverhill, particularly the stretch where there have been recent

fatalities, and requests the Leader and Chairman of the Council to write to the Highways department of Cambridgeshire County Council requesting that action be taken.

12. CHAIRMAN'S ENGAGEMENTS

The Chairman's engagements since the last meeting were noted.

The Meeting ended at 3.25 p.m.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Transformation Committee held on
Tuesday, 21 November 2006 at 2.00 p.m.

PRESENT: Councillor Dr DR Bard – Chairman

Councillors: JD Batchelor SM Edwards
SGM Kindersley Mrs DSK Spink MBE

Officers: Susan Gardner Craig Human Resources Manager
Steve Hampson Executive Director
Greg Harlock Chief Executive
Richard May Democratic Services Manager

Councillors NN Cathcart, Mrs A Elsby, R Hall, Mrs EM Heazell, Mrs CAED Murfitt, Mrs DP Roberts and RT Summerfield were also in attendance.

1. MINUTES OF THE LAST MEETING

The Minutes of the meeting held on 17 July 2006 were approved as a correct record and signed by the Chairman.

2. DECLARATIONS OF INTEREST

Councillor SGM Kindersley declared a personal interest as an elected Cambridgeshire County Councillor.

3. TRANSFORMATION PROJECT STATUS REPORT

The Committee considered a report summarising the key issues which had occurred in the Transformation Project since the last meeting. The Chief Executive advised that delays in the appointment of the second business analyst had delayed the Business Process Reviews. In response to concerns regarding the outcomes of the business process review of planning, he advised that it had been appropriate to undertake the review of the Planning Service first as this provided a natural follow-up from independent reports by the Audit Commission. Furthermore, the opportunity to undertake a business process review had been welcomed by lead Officers within the service.

The Committee noted the report.

4. EXCLUSION OF THE PUBLIC

RESOLVED that the press and public be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act).

5. SECOND TIER REORGANISATION

The Committee considered a report by the Senior Management Team (SMT) recommending proposals for the reorganisation of the Council's second tier officer

structure.

The Chief Executive introduced the report, outlining the background to, and rationale for, its recommendations. Having been tasked by Members to review the second tier structure within six months of their appointment, SMT had developed a proposal for the creation of five new Corporate Manager posts supported by the retention of four existing second tier posts. The four retained second tier posts were intended to maintain management capacity at its current level without introducing additional significant financial burdens on the Council's funds.

The Chief Executive advised that, through this proposal, the reorganisation could be implemented in a way that minimised the risk of losing significant numbers of current senior management staff. In the medium term further changes, particularly in the Finance and Support Service area, could be made when opportunities arose, for example when the postholders left the Council's employment. This approach retained senior management capacity in the short to medium term whilst affording the opportunity for review at a later stage. In the event that current employees successfully applied for the new Corporate Manager posts then an early opportunity to review third tier requirements would be presented.

The Chief Executive referred to the principles followed in developing the proposal set out in paragraph 5 of the report, adding that it was also based on Members' desire for two Chief Officer posts only.

The Chief Executive drew Members' attention to the following key aspects of the proposal, as set out in the report:

- The new Corporate Managers would have cross-cutting briefs as well as management responsibilities for the services under their remit.
- Modest financial provision would be made to increase the remuneration of up to five third tier managers whose duties might broaden as a consequence of a new structure.
- It was proposed that the new Corporate Manager – Finance and Support post should have, as an essential requirement, the holding of a prescribed accountancy qualification. This would enable the transfer of Section 151 responsibilities from the present Chief Executive, if required in future.
- The proposal had been subject to extensive consultation with the Officers likely to be affected.

The Chief Executive drew the Committee's attention to the proposal that the Executive Director be designated as Monitoring Officer and that the current post of Head of Legal Services be made redundant. The Committee was advised that this aspect of the proposal would, if agreed, require a separate recommendation to Council. Members were advised that the Deputy Monitoring Officer had expressed concern at this proposal, given that best practice suggested that the Monitoring Officer should possess an appropriate legal qualification and that there would be a conflict between the Executive Director's statutory role as Monitoring Officer and his responsibility for service delivery. Whilst acknowledging these concerns, SMT had concluded that the proposal would enhance the role of Monitoring Officer and would take away the need to appoint a new Chief Officer.

The Chief Executive asked the Committee to consider written representations from the Head of Policy and Communications and Deputy Monitoring Officer, together with other supporting documentation, copies of which were circulated at the meeting.

Members of the Committee, and other Members present, asked questions and made comments on the proposal. Some Members expressed concern that there did not appear to be a clear business case for the restructuring in terms of identifying efficiency saving and improved customer service, and the view was expressed that the second tier review should be deferred until after the receipt of the Corporate Governance Inspection report, due to be made public in January 2007.

Other Members supported the recommendations, considering that it was appropriate to implement the second tier review at this stage rather than await the outcome of the Corporate Governance Inspection (CGI) as acting now provided a window of opportunity before current arrangements for discretionary compensatory added years were withdrawn after 31 March 2007 and would minimise the uncertainty for the postholders affected caused by ongoing delays in the Transformation Project. In addition, the Council had previously committed itself to this course of action having requested that SMT undertake the review. Whilst there were undoubtedly risks involved and associated costs, it was felt that the proposal provided the best way forward for the organisation.

The Committee considered the interview process for the Corporate Managers should the recommendations be agreed, taking the view that interviews should be undertaken by the Employment Committee whose Members had received the necessary training.

RESOLVED

- (1) That the second tier structure set out at Appendix A to the report be adopted with effect from 1st January 2007 and that SMT be requested to establish and evaluate posts and arrange for recruitment to proceed in line with the Council's reorganisation and redundancy procedure.
- (2) That Council note the revised structure agreed by the Transformation Committee and approve the associated budget variances for the 2006/07 and subsequent financial years (estimated at £60,000 General Fund [best case scenario] and £5,000 HRA for 2006/07, and from 2007/08 on going revenue expenditure of £80,000 pa and £45,000 pa respectively).
- (3) That Council resolve that, with effect from 31 December 2006, the combined post of Head of Legal Services and Monitoring Officer be made redundant as part of the Second Tier restructuring proposals and that the role of Monitoring Officer be reallocated to the Executive Director with effect from 1 January 2007
- (4) That, following implementation of the second tier structure, SMT be requested to review third tier management arrangements with the new Corporate Managers.
- (5) That interviews for the Corporate Manager posts be undertaken by the Employment Committee.

The Meeting ended at 3.40 p.m.

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South Cambridgeshire District Council: Improvement Plan

Background

1. In February 2007 the Audit Commission published the findings of its Corporate Governance Inspection, which found that the Council did not meet minimum standards in three out of four key aspects of corporate governance. This improvement plan sets out how the Council will respond to the challenges presented by the CGI report and how it is embarking on a comprehensive improvement journey that not only addresses the concerns identified in the report but the wider improvement objectives of the Council.

Our Commitment to Change

2. The Council recognises the need to change. The Leader of the Council has stated: “No change is not an option”. The Council will adopt a vigorous approach to changing processes, performance and conduct to achieve a more effective focus on providing services which meet the needs of the district and on delivering the aims of the Community Strategy.
3. For change to be successful, it must be led and sustained by Members. For this reason the key mechanism for delivering this plan, the eight workstreams in the project plan, will be championed by Cabinet Members. Scrutiny and Overview Committee will have an important role in ensuring that progress is maintained. Our aim is to enable all Members to play an active, positive role in the work of the Council.
4. The Council fully supports this Improvement Plan and calls upon all Members, employees and partners to work together to implement the plan in order to achieve continuing improvements in services and tackle the major challenges facing the district.

Context

5. South Cambridgeshire District Council and its partners face a range of challenges over the next decade. First and foremost is the development of the new town of Northstowe together with the major new settlements around Cambridge. South Cambridgeshire in ten years time will be a very different place, with an expanded population and increased pressure on our environment and infrastructure. Our current pattern of village based service provision will need to be adapted to a different, more urban, model for the major new developments and close working will be required with Cambridge City Council for areas around Cambridge.

6. Many other national, local and regional issues face the Council and the LSP, including climate change, access to services in a dispersed and rural area; community cohesion; the needs of a growing elderly population; balancing the needs of the growth areas with those of existing villages; and generally maintaining and improving quality of life and health for all in a time of continuing pressure and change.
7. The Council will need to respond to the continuing improvement agenda and “place shaping” role as set out in the recent White Paper and the Local Government and Involvement in Health Bill – focusing in particular on developing effective strategic partnerships, engagement with the public and continuously improving services.

First Steps

8. In order to ensure that improvement is deliverable and sustainable a number of building blocks need to be put in place and this work is well underway. The Council has accepted the findings of the CGI report and changed the way it works to focus on improvement. It has enlisted the support of partners and has set up an Improvement Board to oversee the process. A project team has been established to draw up and manage the improvement plan (See Appendix)
- Leadership: Strong political leadership, focused on the needs of the community and a culture of mutual respect**
9. In order to deliver its improvement objectives the Council will need to have strong political leadership and pro-active decision making and it will need to demonstrate that it can act corporately and collectively to face issues that affect the whole district. Progress is already being made in this area and the strong leadership model has been adopted by the Cabinet to ensure that tough decisions can be followed through. Cabinet has re-opened the debate on whether to transfer the Council's housing stock to a housing association. The Council has entered into a new partnership with Cambridge City Council, Cambridgeshire County Council and Cambridgeshire Horizons to deliver joint planning arrangements.

10. As well as this, Members recognise that they need to be fully equipped for their roles and responsibilities. To this end, 10 places have been allocated (and in a number of cases already taken up) on the IDEa Leadership Academy course, this will enable all Cabinet members, the main opposition leader, and chairs of Scrutiny and Planning to benefit from training. A programme of mentoring is in place to enable members and groups to work more effectively and “top team” development is being provided by the IDEa. There is also a need for strong political leadership to deal with poor Member behaviour and to instill a culture of mutual respect and constructive engagement between staff and Members. Improved Member Induction and an enhanced programme of member training and development are currently being progressed with support from the IDEa. The Council does take equalities seriously and will demonstrate this more forcibly by ensuring the necessary frameworks and training are in place. In order to deliver this improved leadership the Council will: -

- Consider whether to support the transfer of the housing stock to a housing association by the end of 2007.
- Pro-actively engage in the joint planning arrangements to deliver the growth agenda
- Adopt a Member Contract and Job Description by June 2007
- Carry out an audit of equalities by September 2007
- Achieve Level 1 of the Equality Standard for Local Government by December 2007

Prioritisation: Clear and effective decision making, ensuring the Council delivers the priorities of the local community

11. The Council already has a service planning system in place but this needs to be more effective in driving and delivering political priorities. A new set of corporate objectives and values will be agreed in the summer of 2007, reflecting the needs of the local community and setting out a clear direction for the Council. These objectives will link through a comprehensive and strategic service planning framework to individual accountabilities. This approach will ensure that each cycle of strategic planning is linked to the Council's political and budgetary priorities and will enable transparent and consistent decision making through all levels of the organisation. Most importantly it will ensure that resources are focused on the key priorities of the Council as set out in the corporate objectives. Improved prioritisation will be introduced through: -
- New Corporate Objectives set by the Council in summer 2007
 - Comprehensive service planning framework adopted by Summer 2007
 - Service plans for 2008/9 being in place by October 2007

Performance Management: Members and officers working together with a clear focus to deliver improved services to local people

12. Robust strategic planning will provide the platform for the Council to focus on its priorities but this needs to be integrated with the performance management system to ensure the agreed outcomes are delivered. Each service plan will set clear improvement targets taking account of customer's views. The Council is already using business process re-engineering to deliver efficiency savings and the service plans will build on this approach to deliver improved performance. A culture of performance management, with Members and officers focusing on improved service outcomes, will be embedded in the Council by: -
- Performance reports reviewed quarterly by management team, Portfolio Holders, Cabinet and the Scrutiny and Overview Committee to identify areas of under performance and put in place actions to address them.
 - The introduction of electronic performance management linked to the new service planning framework by the end of 2007.
 - Setting clear performance targets for 2007/08 to improve Direction of Travel indicators and to improve performance in relation to the new objectives to be adopted by the Council.

Capacity: Building capacity across the Council to ensure that improvement is delivered and sustained

13. Capacity building is the foundation for the Council's ambitious improvement programme. A revised Workforce Plan has already been adopted and targeted resources put in place to address requirements facing the Council over the next five years. The Council has also allocated £425,000 to the enhancement of capacity to address weaknesses identified by the CGI (including £125,000 from the Transformation Project). The Council has appointed an Improvement Manager, on a one-year secondment, and has worked with IDEa and Building Capacity East to identify ways to enhance capacity. The impact of Council tax capping and the pressures of increased population growth mean that long term planning is essential if the Council is to achieve its objectives. The Council has recognised that it needs to build capacity by engaging with staff to deliver its corporate objectives and it will do this by:

- Communicating the new corporate objectives through a series of road shows for staff by September 2007
- Improving the involvement of staff in the development of service plans and target setting
- Achieving Investors in People accreditation for the whole Council in 2009
- Working closely with Cambridgeshire Horizons, Cambridge City and Cambridgeshire County Councils to attract additional Communities & Local Government funding to support planning for growth.
- Continuing to work with IDEa, Building Capacity East and other external agencies to develop capacity.

Partnership: Proactive partnership working, delivering services meeting the needs of local people

14. Effective partnership working through the Local Strategic Partnership will increase capacity and deliver better outcomes for local people. The Council is determined to improve its relationship with partners and has set up regular meetings with parish representatives and agreed a dedicated resource to support the LSP. The new Sustainable Community Strategy is being developed and will provide the link between the Council's own objectives and the new Cambridgeshire Local Area Agreement in 2008. The Council has approved the establishment of a new post to support the LSP and strategic partnership work and has begun to link the LAA with its service planning process. The increased role of the LSP will ensure that the Council develops a community focus and engages with local citizens to shape their community. The roles of Members and officers when involved in partnerships will be clarified. The Council will demonstrate its commitment to improved partnership working by: -

- Working with partners to agree the new Sustainable Community Strategy priorities by the Autumn of 2007
- Develop the Local Area Agreement with partners to ensure that the benefits of Local Public Service Agreement Reward grant are invested strategically to meet the needs of the local community
- Actively supporting the LSP and other key partnerships

Communication: building a positive image of the Council in the local community and clear communication with our staff

15. The Council recognises that it needs to build a positive image in the community and has taken steps to do this by initiating regular meetings with local media. As well as this the Council needs to improve internal communication with staff. The benefits of Customer Relationship Management have not yet been maximised and the drive to improve customer care needs to continue in earnest. Improved communication will be achieved by: -
- Developing a comprehensive Corporate Communication Strategy by summer 2007
 - Developing and adopting a corporate Customer Service strategy by summer 2007, based upon the existing Service First corporate customer service project

Political Structures: robust political structures, enabling effective decision making throughout the Council

16. The Council has already embarked on the process of modernising political structures. It has reduced the number of Council meetings and is reviewing the effectiveness of Advisory Groups. A dedicated officer is being appointed to support the scrutiny process and it is intended that an enhanced role for scrutiny will provide effective challenge to the executive as well as assisting in the development of policy. These improvements will ensure that: -
- There is a clear role for scrutiny which adds value to the Council's policy development and decision making role
 - Effective and transparent forward planning is in place for all key decision-making meetings (Cabinet, LSP, Senior Management Team, Scrutiny and Overview etc)

Delivering the Improvement Programme – Project Plan

17. The attached Project Plan sets out how the Council will deliver its Improvement Journey. It is a detailed plan using a robust project management methodology to ensure that actions are implemented and milestones achieved within the limited resources available to the Council.
18. It is envisaged that the Plan will be delivered in at least two phases:-

By October 2007 - Prioritisation, Capacity and Leadership. The focus for the first stage of the plan will be in setting a clear direction for the Council, developing capacity and enhancing the contribution and role of Members. More specifically the aims will be:-

- The adoption of Council Objectives, vision and values and (with LSP partners) the development of a new Sustainable Community Strategy. Steps will be taken to implement the Council's objectives and the Community Strategy through the development of improved service planning.
- The development of resources and capacity to tackle the Improvement Plan - for example through the appointment of an Improvement Manager (now appointed), the completion of the management re-structuring; the maximization of external resources and adoption of a Communications Strategy.
- The development of Member and political group capacity through the adoption of a Member Contract and job description; Member mentoring; and training.
- An audit of equalities and the adoption of a Customer Service Strategy.
- Active progress being made towards establishing joint working arrangements for the growth areas.
- An agreed programme to review the future ownership and management of the Council's housing stock.

Phase 2 and subsequent phases. Future work beyond Phase 1 is set out in less detail in the project plan. These later phases will address **Performance Management, Partnership and Decision Making Structures**. It is envisaged that the Project Plan will be revisited in the autumn in order to set out the future phases in more detail and to make the necessary changes in the light of the objectives and values adopted by the Council and the new Community Strategy. It will also be possible to take advantage of emerging guidance on the White Paper and, possibly, the results of the Audit Commission's autumn inspection. The second phase will start after October 2007—thereby ensuring that the work is effectively lined up behind the Council's vision and values and is adequately resourced.

19. The Improvement Plan will be delivered through a wide ranging and multi-faceted work programme divided into a number of workstreams. The programme will be based on sound principles of organisational transformation and change management. It will seek to put the fundamentals in place (ie a clear vision, values and objectives for the Council) and to embed those fundamentals through communication, training, development, and changed systems.

Adopted by Council, 26th April 2006

IMPROVEMENT PROJECT PLAN

1. PROJECT INITIATION

Project Objectives

1.1 The immediate objectives of the project are as follows:-

- a) To enable the Council to meet the requirements of the Audit Commission following the Corporate Governance Inspection, in particular to:-
 - Prepare a draft Improvement Plan which meets the Audit Commission's expectations, with appropriate involvement of identified stakeholders, for approval and submission to the Audit Commission by the end of April 2007
 - To enable the Council to demonstrate sufficient progress on its Improvement Plan to satisfy the Audit Commission in its review in Autumn 2007
 - To enable the Council to continue to improve its standing with the Audit Commission and to be strongly placed for the new CAA arrangements from 2009.
- b) To enable the Council to generate a clear vision and as to how it wants to work and to embed that vision in the culture, structures and working relationships within the Council.
- c) To enable the Council to set clear future objectives, which reflect the revised Community Strategy, and to develop the capacity to achieve those objectives

Scope

1.2 The project will be divided into the following workstreams.

- A Project Set up, Management and Resourcing
- B Population and Housing Growth
- C Communications

- D Standards, Equalities and Diversity
- E Prioritisation, Vision and Decision Making
- F Community Focus and Partnerships
- G Systems and Process Improvements
- H The Future Affordable Housing Stock Options

- 1.3 The attached project plan and objectives for each workstream defines the scope of the project.
- 1.4 There are a number of corporate issues which have been deliberately omitted from the direct scope of the project, although they may benefit from the improved working and capacity resulting from the project. These include:-
- a) Achieving Gershon savings and procurement
 - b) Improving the Council's use of resources score
 - c) Shared services
 - d) White paper implementation
 - e) ICT/web site development
- 1.5 The project will subsume the Transformation Project. It is intended that links between this project and any other Council change processes are kept under review to ensure appropriate co-ordination.

Project Team and Roles

- 1.6 The following major roles will apply:-
- | | |
|--|---------------------------------|
| Project Sponsor (the persons for whom the project is undertaken): | Leader of the Council |
| Project Leader (the person with overall responsibility for delivering the project objectives) | The Chief Executive |
| Project Manager (the person responsible for day to day management of the project) | The Improvement Manager* |
| Project Coordinator | Paul Swift |
| Member Workstream Champions (for each workstream) | To be appointed after elections |

* Project Management to be undertaken by Dale Robinson and Paul Swift until the Improvement Manager, Cecilia Tredget, takes up her post on a full time basis in May

- 1.7 The Project Team consists of:-

	Job Title	Project Team Role
Geoff Bridgeman	Project Manager	Leader, Workstream G
Susan Gardner Craig	Human Resources Manager	Support to a number of workstreams
Catriona Dunnett	Principal Solicitor	Leader, Workstream D
Steve Hampson	Executive Director	Leader, Workstream H
Greg Harlock	Chief Executive	Project Leader and Leader Workstream E
Gareth Jones	Corporate Manager	Leader, Workstream B
Richard May	Democratic Services Manager	Business Support and support to workstreams
Simon McIntosh	Corporate Manager	Leader, Workstream F
Dale Robinson	Corporate Manager	Leader, Workstream C
Paul Swift	Policy and Review Manager	Project coordinator, support to project manager and various workstreams
Cecilia Tredget	Improvement Manager	Project Manager

1.8 Workstream Leaders will be responsible for:-

- Selecting their team, subject to approval by the main project team.
- Drawing up the workstream plan and project identification documents for the individual areas of activity within the workstream plan for approval of the main project team. Any variations also need to be approved by the main project team.
- Project managing their workstream and drawing to the attention of the main project team any delay or other problem which might affect the delivery of the project.

1.9 Team members will also support individual workstreams and will also contribute to and share responsibility for decisions made by the project team and will represent the views of the project team within their services, to partners etc.

Reporting Lines

1.10 The Project Team will report to **Cabinet** which holds overall Council responsibility for the development and implementation of the Improvement Plan, subject to Council approval of the Improvement Plan itself. The Council has established an **Improvement Board** with the remit to advise the Council and provide external stimulus and support. It may be appropriate on some occasions for the Project Team to report directly to this Board. The project team will also report to the Scrutiny and Overview Committee, as requested by the committee.

Project Timescale

- 1.11 It is envisaged that the project will have an 18 month to 2 year timescale. This will be defined more clearly in the project plan and will be reviewed after a year. Immediate key milestones are:-
- | | |
|-----------------|---|
| 30th April 2007 | Deadline for submission of Improvement Plan to the Audit Commission |
| September 2007 | First major review of progress, with reports to the Improvement Board, Cabinet, Scrutiny and Overview and Council. Approval of Community Strategy |
| Autumn 2007 | Audit Commission review of progress/potential re-inspection |
| Autumn 2007 | Review of the Improvement Plan in the light of the Audit Commission review and the Vision, Values and Objectives adopted by the Council. |
| November 2007 | Approval of Council Corporate Strategy, MTFs and Workforce Plan |
| March 2008 | Annual Review of project by Improvement Board and Council |

Arrangements for Project Management

- 1.12 The following approach to project management will be adopted:-
- a) A **Top Level Project Plan** (attached) will be prepared and maintained setting out workstreams and corresponding objectives, areas of activity, activity leads and start/finish dates.
 - b) For each Area of Activity in the Top Level Project Plan an **Area of Activity Project Initiation Document** (PID) will be prepared which will show for each area of activity:- milestones, resources, outputs and outcomes.
 - c) On a monthly basis each Workstream Leader will report to the project team showing the progress on each area of activity, including the milestones for that area of activity using a traffic light system and highlighting in particular delays affecting the critical path.
 - d) The project team will review the Risk and Issue logs on a monthly basis. And will evaluate success against the Critical Success Factors every three months.
 - e) A high level monthly report will be made to the project sponsor, indicating any major problems, who may refer the report to Cabinet.
 - f) A three monthly report will be made to Cabinet and the Improvement Board.

Risk Management

1.13 The Project Manager will maintain a Risk Log (template attached) and an Issue Log (template attached) which will be reviewed monthly by the project team

Resources

1.14 The following resources are available to the project.

1.15 **Available budgets.** The Council has approved a sum of £300,000 pa to provide capacity to address the findings of the CGI Report. It is envisaged that this sum will be used as follows:-

2007/08:	£200,000	Employment costs for new posts
	£100,000	One off costs for the development and implementation of the Improvement Plan
	£125,000	From Transformation Project to strengthen senior management capacity
2008/09 onwards:	£300,000	Employment costs for new posts
	£125,000	From Transformation Project

1.16 **External support.** IDeA and Building Capacity East (BCE) have already provided or given commitments to financial assistance and advice in areas such as Leadership Academy places; Member mentoring; top team development; communications consultancy; equalities consultancy; scrutiny support; Member training; and the employment of an Improvement Manager. Further requests are being prepared and discussed with these agencies. Support may well also be available from other sources.

- 1.17 The most significant resource available to the project team is the time and energy of existing staff. In order to maximise that capacity:-
- Portfolio holders and other members are requested to reduce other expectations on Project Team leaders to allow for the time they will need to put into the project.
 - The project plan will be phased and realistic.
 - External support will be utilised as much as possible.
 - Involvement in the project will be spread to as many officers as possible in order to spread the load and achieve wider engagement
 - The requirements of the project will be taken into account in service plans and appraisals
 - Opportunities to reduce meetings and other pressures on senior officer time will be reviewed.
- 1.18 Nevertheless, pressure on staff time remains as one of the key risk factors in the delivery of the Improvement Plan.

1.19 **Administrative Support:** Adequate administrative support will be provided through use of resources within the Council and the use of the £300,000 provision.

Stakeholder Analysis/Communications Plan

1.20 The project team has already carried out an initial stakeholder analysis. This will be refined and taken into account in the development of a Communications Strategy (Workstream C)

Principles

1.21 The Improvement Plan will be developed and implemented on the basis of clear change management principles, summarised as follows:-

- a) The approach taken will depend on time and situational factors i.e. complexity and resistance to change.
- b) It is a common mistake to move to quickly, involve too few people particularly if some of the information to design the change is unknown
- c) Communication, participation, education, involvement and facilitation and support are essential
- d) Set Clear SMART Objectives (SMART = Specific, Measurable, Achievable, Realistic and Timed)
- e) Identify Critical Success Factors/Processes
- f) Identify early those likely to experience loss or uncertainty
- g) Identify Resistance to Change
- h) Identify and have clearly ring-fenced Change Budget;
- i) Communicate Opportunities created by Change
- j) Evaluate and learn from progress.
- k) Analyse and manage risk
- l) Remove artefacts (symbols, routines, myths etc) that do not convey vision
- m) Build trust -deliver on promises

2. DOCUMENTS MAKING UP THE PROJECT PLAN

- a) Top Level Project Plan (attached)
- b) Risk Log (template attached)
- c) Issues Log (template attached)
- d) Stakeholder Analysis (to be completed)

- e) Project Initiation Documents (PIDs) for all Workstream areas of activity
- f) Templates for Project Management process

3. TOP LEVEL PROJECT PLAN

- 3.1 The following pages set out a top level project plan for the 8 workstreams. Each project plan sets out a number of areas of activity for the workstream. For each area of activity there is:-
- **An Activity Area Code** (A1, B3 etc). For each code an Activity Area Project Initiation Document (PID) will be prepared showing in more detail the milestones, outputs, outcomes, resources required etc for the area of activity.
 - **Lead** - the Member or officer/s who will be responsible for the delivery of the Area of Activity. Abbreviations are given below.
 - **Objectives/Outcomes** – a brief summary of the outcomes for each area of activity - which will be given in more detail in the PID
 - **Links with other workstreams** - references to related areas of activity in other workstreams.

WORKSTREAM A: Project Set up, Management and Resources

V 1.0 (30/3/07)

Objectives: *To ensure that the project is successful by having clear objectives, clear roles, sufficient resources and effective project management arrangements.*

Actions So Far:-

- Project Team established and plan drafted. Project management arrangements largely in place.
- Improvement Board established and meetings held on 29th March and 24th April 2007
- Gained IDE/BCE support for Improvement Manager post, Leadership Academy places, mentoring, top team development and communications support.
- Appointed Improvement Manager
- Released capacity through reduction in Council meetings.

Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007					
A2	Complete PIDs for pre-October areas of activity and reassess timing and resource requirements of the project	Paul Swift Geoff Bridgeman Date Robinson	March 07	April 07	A realistic project plan Supports all workstreams
A3	Draft and gain approval to the Project Plan and submit to Audit Commission by end April.	Paul Swift Geoff Bridgeman	Feb 07	April 07	Support and input of AC Supports all workstreams
A4	Develop common information base for use by workstreams	Paul Swift Geoff Bridgeman	April 2007	April 2007	Common data; efficiency; support for workstreams Supports all workstreams
A5	Provision and financing of Administrative back up	Geoff Bridgeman	April 2007	June 2007	Administrative support to workstreams and project – efficient use of resources Supports all workstreams
A6	Complete appointments of Corporate Managers and agree 3 rd and 4 th tier structures	Greg Harlock + Corporate Managers	Sept 06	Sept 07	Provision of effective management capacity Supports all workstreams
A8	Agree the use of the £300,000 made available by the Council and make appointments	Greg Harlock + Corporate Managers	Mar 07	Oct 07	Provide Council with capacity in key areas to address CGI findings Supports all workstreams
A9	Identify, maximise and direct resources from external agencies.	Paul Swift	Feb 07	July 07	Maximise resources from external agencies and effective use. Supports all workstreams

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
A10	Maximise capacity by reviewing options to free up officer time (including options suggested at member workshops)	Leader/Greg Harlock	April 07	Oct 07	Maximise officer capacity and focus on the improvement plan.	Supports all workstreams
A11	Major review of progress prior to AC review in Autumn 2007	Cecilia Tredget Paul Swift	Sept 07	Sept 07	To ensure that any major problem areas are addressed before AC re-inspection	Supports all workstreams
For completion post October 2007						
A13	Review of the Improvement Plan in the light of AC review and Council Vision, Objectives, Values and Community Strategy					
A14	Review Government guidance following enactment of the Local Government and Health Bill and decide how to be addressed by workstreams					

WORKSTREAM B: Population and housing growth

Objectives:

To ensure that the Council is able to respond positively to the challenges of planned population and housing growth in South Cambridgeshire.

Actions so far – a range of actions, including:-

- Development of joint delivery arrangements with partners
- Development of LDF
- Approved appointment of Corporate Growth Areas Project Manager to provide project management capacity.

#	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007						
1	Project management and capacity Ensure robust corporate project management arrangements in place	Steve Hampson	Feb 07	Draft June 07	A corporate project plan in place that identifies requirements, dependencies and risks	
	2007/08 new corporate funded growth related posts in place and recruited to.	Steve Hampson		Sept 07	EHO, Corp Growth project manager	
2	New joint planning arrangements New Development Control Committees established in May with training before first meeting in September Additional CLG funding secured and new posts created	Jane Green	May 07		Powers delegated Members selected Protocol for DC Forum agreed	
	Joint Strategic Growth implementation Committee meetings established and members briefed	Steve Hampson	Apr 07	Sept 07	SCDC allocation agreed and posts established with under spends monitored	
3	Local Development Framework <i>Inspectors report on DC Policies DPD and Northstowe AAP</i> <i>Adopt above</i> <i>Cambridge Southern Fringe AAP Examination</i>	Keith Miles Keith Miles Keith Miles		May 07 June 07 June 07	SCDC members playing full and active role in JSGIC Adoption of a new Local Development Framework and associated DPD's and AAP's to use to shape the development of South Cambridgeshire until 2016	

#	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
	<i>Cambridge East AAP Examination</i>	Keith Miles		July 07		
	<i>Site specific policies DPD pre-examination meeting</i>	Keith Miles	July 07			
	<i>Core Strategy legal challenge initial High Court hearing</i>	Keith Miles	Summer 07?			
	<i>GTPD issues and Options 2 Consultation</i>	Keith Miles	Sept 07	Oct 07		
	<i>NW Cambridge AAP preferred options consultation</i>	Keith Miles	Oct 07	Dec 07		
4	Contribution to joint delivery arrangements					
	Analyse corporate contribution to Cams Horizons meetings	Steve Hampson		May 07	To ensure best use of limited staffing resources and ensuring that right staff attend appropriate meetings	
5	S106 contributions					
	Clear corporate mechanisms for assessing community needs and negotiating best agreement to meet requirements (officer and Member involvement)	CD			Complete review of current arrangements	
6	Communications					
	Ensure communication of the growth agenda between officers, members and the public				Understanding of the pressures and timing of the projects	
For completion after October 2007						
	Action Plan to be developed.					

WORKSTREAM C: Communications

V 1.0 (30/3/07)

Objectives: *To develop and implement a Communications Strategy which supports the other workstreams and in particular to support cultural change and a substantially enhanced reputation among the public and our partners.*

Actions so far:-

- Effective communication of CGI report
- Communication of initial steps in the project developing plan
- Involvement of members and officers in developing project plan
- Steps taken to build bridges with local media

Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007					
C1	Kelly Quigley	13/3	End of April 07	Motivating and distinctive strapline for the project	Links to all other workstreams
C2a	Kelly Quigley	13/3	End May 07 (Ongoing messages from Board)	Understanding of progress being made; maintain general support for the project	Links to all other workstreams
C2b	Kelly Quigley	In Progress	December 2007	Consistent message, feedback to project group and improve level of understanding	Links to all other workstreams
C3	Kelly Quigley	20/3	Begin June 07 (Member sign off end of June 07)	Effective Communications Strategy for the Council	Links to all other workstreams

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
C3 (a)	Take stock of existing data and future communication requirements 1. White paper 2. CGI Input 3. SCDC previous work of OCCA and audit of staff briefing system 4. External communication	Kelly Quigley, Susan Gardner Craig, Iain Green	13/3	April 07	Communications Strategy which is well founded in needs.	Work to be incorporated in A3
C3 (b)	Consider issues of re-sourcing, capacity, training etc to support the strategy	Kelly Quigley	20/3	End of May 07	Effectively resourced communications strategy	Links to all other workstreams
C4	Re-inforce corporate policy on external media engagement	Kelly Quigley	17/3	June 07		Links to all other workstreams
For completion post October 2007						
C5	Continue to review and update the strategy and implementation plan as the project progresses.					
C6	Review the strategy in the light of the Vision and Values and review of the Improvement Plan					

WORKSTREAM D: Standards, Equalities and Diversity

V 1.0 (30/3/07)

Objectives:

To achieve a high level of Member conduct, with Members playing an active, positive role in the work of the Council and promoting the Values of the Council both in connection with their role at the Council and in their local communities.

To ensure that the Council is addressing and reflecting the needs of all sections of the community as an employer, service provider and community leader.

Actions so far:-

- Firm action taken by Council to address cases of inappropriate Member behaviour
- Member mentoring
- Approval of appointment of Equalities Officer
- Whistleblowing arrangements for reporting poor conduct revised and strengthened (and publicized)
- New Code of Conduct adopted

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007						
D1	Member Contract and Job Description (Members will receive a Member Toolkit with all keys codes and protocols relating to being a councillor in one file – rewriting Member ICT protocol & media relations along with IdeaA Ethical Governance toolkit & Councillor’s Guide)	Fiona McMillan	January 2007	June 2007	Clear and positive roles for Members which contribute to Council objectives and values	<ul style="list-style-type: none"> • Communications • Council Vision and Cultural Change (new Council values B7) • Political Priorities and Decision Making (eg championing priorities E6) • Community Focus and Partnerships (role in relation to partnerships)
D3	Revised induction for Councillors	Fiona McMillan & Richard May	In progress	July 2007	To enable new Members to quickly become effective contributors to the objectives of the Council and existing Members to have an appropriate skills refresh	

Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
D4	Identify scope for greater emphasis on community cohesion and equalities issues in Council priorities and Community Strategy	March 2007	July 07	The Council taking a lead on community cohesion and equalities through the Community Strategy	<ul style="list-style-type: none"> Political Priorities and Decision Making (development of the Community Strategy)
D11	Appoint Equalities Co-ordinator	In progress	July 07	Capacity to deliver the Council's equalities aims	
D12	Complete equalities audit	August 07	Sept 07	Clear position statement on the Council's equalities provision	
For completion post October 2007					
D2	Develop the roles of political groups in conduct through mentoring programme				
D5	Identify political responsibility for governance issues, investigating good practice models from other authorities				
D6	Member training – to include:- Member Development programme, standards, equalities, chairing meetings and conditions requiring membership of committees etc to be subject to undertaking the relevant training.				
D7	Enhanced Member understanding of their role in a “modernised Council” - through mentoring, visits/contact with other councils; identification of role models etc				
D8	Following appointment of additional Council officer with equalities responsibility, carry out a review of Council policies and provision for equalities – with a view to a phased implementation of a programme to achieve initially baseline standards and then improving standards. The programme to include proposals for strengthened governance of equalities; improved awareness; and partnership with BME groups.				
D9	Enhance opportunities for more Members and officers from BME communities				
D10	Adopt a Gender Equality Strategy				
D13	Achieve Level 1 of the Equalities Standard by December 2007				

WORKSTREAM E: Prioritisation, Vision and Decision Making
V 1.0 (30/3/07)

- Objectives:**
- To set a clear and challenging future direction and vision for the Council, ensuring clear links with the Community Strategy, LAA etc*
 - To enable the Council to generate a clear vision and as to how it wants to work and to embed that vision in cultures, structures and working relationships within the Council*
 - Cabinet taking the lead in championing and communicating the priorities and ensuring that they are converted into realistic resourced plans and strategies and are delivered through effective performance management.*
 - To implement and embed robust and inclusive annual processes to enable the Council's priorities to be agreed and reviewed.*
- Clearer, open, transparent decision making.*

Actions so far:-

- Council has adopted strong leadership model (ie the ability of the leader to appoint the Cabinet and allocate executive functions)
- Council meetings now only receive recommendations for adoption; other measures to improve efficiency and effectiveness of full Council meetings.
- Audit Panel reconstituted as a committee reporting direct to Council
- Arrangements for portfolio holder meetings reviewed – stronger links to forward planning and attendance of Scrutiny monitors and opposition spokespersons
- A revised Workforce Plan adopted.
- The holding of leaders' meetings (informal cabinet)
- Recognition of the political opposition
- Revised scheme of delegations prepared.

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007						
E1	Complete leadership training for Cabinet Members and build on "top team" development to enable Cabinet to work effectively	GH	In progress	Oct 07	Cabinet and SMT working effectively as a team to develop and deliver Council objectives	<ul style="list-style-type: none"> • Standards, Equalities and Diversity (Member training and understanding of a modernised council) • Community Focus and Partnerships (improvements in strategic partnership working and LSP/LAA)

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
E2	Through mentoring and the provision of evidence such as Community Strategy research and consultation, enable political groups to determine political priorities for input into the Council process to determine its Objectives and priorities.	GH	In progress	May 07	All political groups having clear political priorities	
E3	Devise and agree new Council Objectives with an Annual Focus for 2008/09 and future years.	Leader and GW	March 07	Aug 2007 (Possibly excluding formal approval process)	A new Vision, Objectives, Values and Annual Focus which have support from Members and officers	
E4	Use Council Objectives to influence the development of the Community Strategy	GW	Mar 07	Sept 07	A Community Strategy and Council Objectives which are as aligned as possible within the context of partnership working	
E8a	Appointment of Scrutiny Support officer and interim scrutiny support.		April 07	Sept 07	Effective scrutiny support in place	
E11	Devise and implement inclusive programme to create and agree Council Vision ;(Long Term timeframe) Whole Council, Partners and links to community strategy (using evidence base)	Cllr Manning DSR	May 2007	End of Aug 2007 (Possibly excluding formal approval process)	A Council future vision which commands support from Members and officers	<ul style="list-style-type: none"> Community Focus and Partnerships Communications
E12	Devise and implement inclusive programme to create and agree Council values. Staff and Members (using evidence base)	Cllr Stewart DSR	May 2007	End of Aug 2007 (Possibly excluding formal approval process)	Council values which command support from Members and officers	<ul style="list-style-type: none"> Communications Standards, Equalities and Diversity (Member Contract, Member development, diversity)

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
E14	Identification of Critical success factors in achieving those goals	Cecilia Tredget	Sept 2007	Sept 2007	CSFs that can be used to ensure the vision, objectives, and values are embedded.	
E15	Improve delegation within the organisation via cultural change and include new scheme of delegation	DSR	In progress	July 2007 (approval) Oct 2007 (training)	Delegations which reflect Council values of empowerment and make efficient use of officer time.	<ul style="list-style-type: none"> Project set up and Resources Political Priorities and Decision Making (Member delegation)
E19	Establish Service Planning framework	Cecilia Tredget	July 2007	Sept 2007	Clear service plan process in place which builds upon the approved objectives	
E20	Service Plans in place (with staff involvement)	Cecilia Tredget	Sept 2007	Oct 2007	Service plans in place which deliver the Council's objectives at service level and provide base for review of MTFs and WFP	
E21	Customer Service Strategy based on the Service First Project	Steve Hampson	In progress	Sept 2007		
For completion post October 2007						
E5	Use Council Objectives and Community Strategy to develop a Corporate Strategy with clear programmes to go into MTFs, Workforce Plan ;Growth Area strategy; and other strategies.					
E6	Cabinet to champion priorities – consider aligning portfolios and other aspects of decision making structures behind priorities.					
E7	Identify and develop officer support for forward planning (a forward planning group) to lead the process of developing Council programmes to deliver the priorities; and provide advice on longer term planning.					
E8 b	Amend Council decision making processes (and update constitution), using best practice from other authorities, to respond to CGI report concerns by:- <ul style="list-style-type: none"> including a business planning mechanism to initiate and plan major issues going before members making decision making more transparent, open and accessible giving clearer roles to advisory groups and Scrutiny drawing up an annual budget and policy planning process, based on the stages in this project plan, to provide processes which are clear, consistent from year to year and accessible by the public and partners. 					
E10	Move to all out elections every four years to give greater direction.					
E11b	Obtain an agreed culture for SDCDC that facilitates organizational development and behaviour, directs efforts and provides clear framework for SDCDC policies					

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
E16	Review corporate systems, policies, etc including those relating to customer/community engagement to ensure the programme is commensurate with new vision and values and critical success factors. Revise Customer complaints system. (Scope to be more closely defined in PID)					
E17	Implement workforce and management leadership matters included within new workforce plan to re-enforce the Vision and Values and ensure Council objectives/vision can be achieved i.e. Management Development programme, flexible working, annual service plan/budget planning approach					
E18	Agree and embed new performance management approach/style and installation of system to support approach – to include all performance management related systems such as service planning; appraisals; risk management and monitoring.					
E22	Achieve investors in People accreditation					

WORKSTREAM F: Community Focus and Partnerships

V1.0 (30/3/07)

Objectives:

The Council to play an active and influential role in the LSP and the LAA process

To work with partners to develop better, focused, and more effective partnerships to deliver better services and quality of life to residents

To increase the engagement between the Council and the community.

Actions so far:-

- A decision to trial evening meetings for Cabinet
- Temporary appointment to post to support LSP, LAA and Community Strategy, pending appointment to permanent post.
- Portfolio Holder putting forward proposals for Community Strategy aims to LSP

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
For completion by October 2007						
F1	Improve officer support to the LSP	Simon McIntosh	March 07	Mid July	Sufficient capacity to co-ordinate and support LSP and LAA work.	<ul style="list-style-type: none"> • Project set up and resourcing • Political priorities and decision making (development of Community Strategy)
F2	Review the LSP and partnership roles of Cabinet members	Cllr Manning	May 07	July 07	Improved leadership of the LSP by the district council.	<ul style="list-style-type: none"> • Standards, Equality and Diversity (Member training) • Political Priorities and Decision Making (Review of Constitution)
For completion post October 2007						
F3	Improve members and senior officers understanding of partners, partnership working, obstacles and possible improvements, including the Community Strategy, LSP and LAA					
F4	With LSP partners to review the structure of LSP and theme groups to reflect objectives in the Community Strategy and LAA, and whether it is 'White Paper ready'.					
F5	Review and improve briefing and reporting back arrangements when members/officers attend partnership meetings					
F6	Review and strengthen Council involvement in the LAA – in response to White Paper					
F7	Carry out a review of all partnerships to identify those which are most important to our priorities; work towards partnership agreements setting out objectives and respective contributions					

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
F8	Review how the Council can better work with parish councils – develop Charter					
F9	Review how the Council can respond to broader issues of engagement and devolution in the White and provide a clearer purpose and support for back bench Members in representing their local communities.					

WORKSTREAM G: Process and Systems Improvement

V 2.0 (5/4/07)

Objectives: *To implement process improvements in such a way as to maximise performance and customer service, while meeting financial targets.*

Area of Activity	Lead	Start	Finish	Objectives	Links to Other Workstreams	
For completion by October 2007						
G2 BPR Development Control	A McCaughtrie	In Progress	Sept 2007	See workstream objective	All BPRs affected by Council Vision and Cultural Change Workstream – particularly development and embedding of vision	
G3 BPR Building Control	A McCaughtrie	July 2007	Sep 2007	See workstream objective		
G4 BPR Revenues	D Newbigging	In Progress	May 2007	See workstream objective		
G5 BPR Conservation	A McCaughtrie	July 2007	Sept 2007	See workstream objective		
G6 BPR Land Charges	D Newbigging	March 2007	May 2007	See workstream objective		
G7 BPR Environmental Services	D Newbigging	July 2007	Sep 2007	See workstream objective		
G8 Reception	G Bridgeman	March 2007	May 2007	See workstream objective		
G10 MI ICT Systems/ Customer Views (26/81)	J Mitchell	July 2007	Sep 2007	See workstream objective		
For completion post October 2007						
G1 BPR Finance						
G9 BPR HR/Payroll MI (21/61)						
G11 BPR Housing Voids						
G12 BPR DLO						
G13 Contact Centre Management (20/59)						
G14 Website Interactivity (21/61)						
G15 CRM (22/66)						
G16 Corp and Service Planning Process - See Workstream B (B6 + B8)						
G17 Financial/Performance Reporting - See Workstream B (B6 + B8)						
G18 Project Management (details to be added)						
G19 BPR Housing						

V2.0 Move Finance to start in July after discussion with Adrian Burns. Addn of BPR Housing after SMT meet. Addn of BPR Land Charges (missed from original plan).

WORKSTREAM H: Future affordable housing stock options

Objectives:

To appraise options for the future delivery of the Council's affordable housing service that will enjoy tenant support and be financially viable in the longer term

Actions so far:-

- Stock condition survey commissioned
- Report seeking approval to process approved by Cabinet

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
	For Completion by October 2007					
1	Project management arrangements Officer project team established and secondments agreed Joint member/tenant working group established	DL	April 2007	May 2007	Resource requirements quantified and appointments/secondments in place Appointments made and first meeting held with terms of reference, meeting schedule and workplan agreed	
	Project plan agreed and resources allocated	DL	April 2007	April 2007	Non staffing resource requirements identified and allocated	
	External resources procured	DL	May 2007	June 2007	Independent Tenant Adviser etc	
2	Base data collected Stock condition survey outputs Financial modelling results Policy context collation	BOH Tribal/GT MK	April 2007 May 2007	April 2007 June 2007	Investment requirement agreed Resources available agreed Corporate, LSP, and central govt backdrop understood	
3	HRA Business Plan 3 year business plan developed and agreed	DL	April 2007	June 2007	Statement of values and aims set out, generation of programme/service levels based upon current financial projections	

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
4	Tenant consultation	TA/ITA	May 2007	Sept 2007	To enable tenants to understand the issues and identify their aspirations for future service delivery of the housing service and their views on the options that could deliver the desired service	
	Tenant consultation strategy agreed	TA	May 2007	June 2007	Mechanisms and programmed timetable for engaging with tenants eg TPG, meetings, roadshows, newsletters, etc	
5	Staff consultation					
	Staff briefing and consultation strategy agreed	DL		May 2007	Mechanisms and programmed timetable for engaging with staff eg staff forum, 121's team meetings/briefings.	
	Consultation	DL	May 2007	Oct 2007	To understand and respond to staffing issues/concerns about the future of the housing and other affected services for each of the options. To help staff to respond to queries from tenants and other stakeholders	
6	Member consultation					
	Member briefing and consultation strategy agreed	DL		May 2007	Mechanisms and programmed timetable for engaging with Members eg workshops, 121's, briefing notes.	
	Consultation	DL	May 2007	Oct 2007	To understand and respond to issues and identify aspirations for future service delivery and options to deliver desired service	
7	Other stakeholder consultation					

Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
Local strategic partnership	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the Community Strategy and secure wider engagement/support for a preferred option.	
LAA Board	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the LAA and secure wider engagement/support for a preferred option	
Parish Councils	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the LAA and secure wider engagement/support for a preferred option	
Voluntary/Community Groups	DL	May 2007	Sept 2007	To raise awareness and understanding of future stock options on our local communities and engagement in the evaluation of available options and support for a preferred option eg attend meetings, newsletters	
For completion after October 2007					
Housing options appraisal conclusion to Cabinet/ Council by Nov 2007					
Stock transfer / retention implementation planning					

RISK LOG TEMPLATE

PROJECT NAME: CGI Improvement Plan

Version No: 1

Date Issued: 18th March 2007

Risk No	Risk Description	Probability H/M/L	Impact H/M/L	Owner	Countermeasures	Action Date	Status (Open/Closed)
01							
02							
03							

ISSUE LOG TEMPLATE

PROJECT NAME:

Version No: 1

Date Issued: 18th March 2007

Issue No	Description	Date Identified	Author	Resolution	Last Updated	Status (Open/Closed)
01						
02						

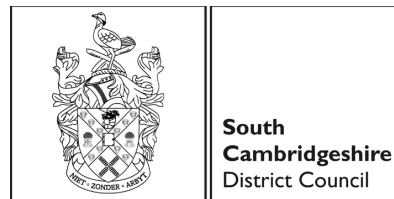
AGENDA ITEM 8d

APPENDIX 1

MEMBER ROLE DESCRIPTIONS

- (a) District Councillor
- (b) Chairman of the District Council
- (c) Vice-Chairman of the District Council
- (d) Leader of the District Council
- (e) Deputy Leader of the District Council
- (f) Cabinet Portfolio Holder
- (g) Opposition Group Leader
- (h) Chairman of the Scrutiny and Overview Committee
- (i) Vice-Chairman of the Scrutiny and Overview Committee
- (j) Chairman of a Regulatory Committee
- (k) Vice-Chairman of a Regulatory Committee
- (l) Chairman of the Standards Committee
- (m) Vice-Chairman of the Standards Committee

Appendix 1a – District Councillor



South
Cambridgeshire
District Council

There are 57 District Councillors ('Members') representing the 34 electoral wards in the district, each elected to serve for a four-year term. In addition to the local representational role which all members undertake, Members will participate in the political management of the Council and some may hold positions of responsibility in the political structures of the Council. Separate role descriptions exist which set out the key duties and responsibilities expected of these position holders.

ROLE DESCRIPTION

Main Purpose of Role

- To represent / champion the interests of the community, business and constituents residing in a particular District Council electoral ward as well as the interests of the Council as a whole.
- To contribute to the political management of the Council and undertake any other role allocated in respect of either Executive / Non Executive, Scrutiny and Overview or quasi judicial / appeals functions (e.g., planning and licensing matters).

Duties and Responsibilities

- To champion / represent the interests of those communities and businesses and of all constituents (irrespective of whether or not they voted for the Member or did not vote at all).
- To represent the interests of an individual constituent as a champion or advocate.
- To develop an understanding of and impact on the local community of those key District Council strategic and service plans developed by the Council together with those developed by other external partners.
- To develop an understanding of the District Council's Compliments and Complaints Procedures, together with those of the County Council, Police Authority, other public agencies and the Local Government Ombudsman.
- To develop effective relationships with key individuals and partners in the ward (e.g., MP, MEP, County, District and Town and Parish Councillors, key County and District Council Officers and Leaders of the community, business and other relevant local organisations).
- To seek to secure the commitment of those individuals and partners in shaping and delivering a shared vision for the community.
- To bring forward proposals supported by the community for securing improvements to the social, environmental or economic well-being and the overall quality of life within the Member's own electoral ward.

- To feedback, where appropriate, decisions and issues concerning the ward to community and business interests and individual constituents and to bring forward any views into the District Council's processes.
- To promote the effective use of any resources allocated to the area by the Council and / or partner organisations.
- To attend parish council meetings, community liaison and other public meetings arranged within the ward.
- To attend and participate in meetings within the Council's political structures.
- To participate, as appropriate, in the formulation of District Council policies and scrutiny of practices and service delivery.
- To participate, as appropriate, in performing those regulatory (planning and licensing) and appeal functions for which the Council is responsible.
- To carry out any watchdog / advocacy / champion role (if established and assigned).
- To participate in the Council's strategy to achieve best value and continuous improvement in the delivery of all its services.
- To contribute to and influence the work of any other external organisation on which the Member is appointed to represent the Council and to make arrangements to feed back on that organisation's deliberations.
- To participate in any training and development initiatives which are either a constitutional requirement or which are provided to assist Members in the effective discharge of the roles required of them.
- In undertaking their duties to observe the principles set out in the Code of Conduct for Members and any other codes and protocols adopted by the Council.

Conventions and Protocols

- To enable Members to fulfil effectively their duties and responsibilities, Members:
 - can expect to be briefed, informed and involved in respect of any issue or initiative affecting their ward.
 - have certain rights of access to information held by the District Council. Councillors should, however, recognise the need to respect any confidentiality of information made available to them to fulfil their responsibilities and respect the privacy of individuals.
 - may not serve (or act as a substitute) on the Planning Committee or the Licensing Act 2003 Committee unless they have undertaken suitable training.
 - who serve on the Planning Committee and Licensing Committee must abide by the Planning and Licensing Committees Procedural Guidance (Supplemental to the Code of Conduct) in relation to planning and licensing matters.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .

Appendix 1b – Chairman of the District Council



The Chairman of the District Council will be elected by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members, to provide strong, fair and visible ceremonial and civic leadership to the community and the Council putting aside party political considerations.

Duties and Responsibilities

- To be the Civic Leader of South Cambridgeshire.
- To promote the interests and reputation of the District Council and South Cambridgeshire as a whole and to act as an ambassador for both.
- To undertake civic, community and ceremonial functions.
- To uphold and promote the purposes of the constitution, and to interpret the Constitution where necessary, having particular regard to Article 16.02 and the Council's Standing Order which state that, "the ruling of the Chairman of Council as to the construction or application of this Constitution or as to any proceedings of the Council shall be final".
- To preside over meetings of the Council so that its business can be carried out fairly and efficiently and with regard to the rights of Members and the interests of the community.
- To ensure that the Council meeting is a forum for debate for matters of concern to the local community and where Members who do not serve on the Cabinet may hold the Cabinet to account.
- In the capacity of Chairman of the Council, to serve on any other bodies either within or outside the Council as appropriate or attend related events and conferences.
- To promote public involvement in the Council's activities.
- To be the conscience of the Council.
- To work closely with the Chairman of the Council to provide clarity between civic and political leadership roles
- To undertake functions described elsewhere in this Constitution towards the effective running of the Council meeting, with particular regard to the following:
 - Chairman of (Council) meeting (Standing Order 7)
 - Quorum of Council meetings (Standing Order 8)
 - Questions by the public (Standing Order 10)

- Questions by Members (Standing Order 11)
- Notice of Motions (Standing Order 12)
- Rules of debate (Standing Order 14)
- Voting (Standing Order 16)
- Minutes (Standing Order 17)
- Members' Conduct (Standing Order 20)
- Disturbance by public (Standing Order 21)

Conventions and Protocols.

- The Chairman will, in carrying out his / her duties, conduct himself / herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he / she makes it clear that such views are entirely personal.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .

Appendix 1c – Vice-Chairman of the District Council



The Vice-Chairman of the District Council will be elected by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members to undertake, in his / her absence, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise, as necessary, for the Chairman of the Council.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Council meeting.

Conventions and Protocols

- The Vice-Chairman will, in carrying out his / her duties, conduct himself / herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he / she makes it clear that such views are entirely personal.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .

Appendix 1d – Leader of the District Council



South
Cambridgeshire
District Council

The Leader of the Council is elected to that position by the District Council. The Leader of the Council will serve on the Cabinet.

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility, subject to matters delegated to individual portfolio holders in accordance with Table 2B in Part 3 of this Constitution. Ordinarily the Leader cannot take decisions individually on behalf of the Cabinet. However, he/she and, in his/her absence, the Deputy Leader, shall have all the delegated powers, functions and responsibilities of any portfolio holder in that Portfolio Holder's absence.

The Leader of the Council will normally be the Leader of a Controlling Political Group forming or being part of the ruling administration of the Council.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all Members, to:
 - bring strong, fair and visible political leadership, direction and drive to the Community and the Council in developing and implementing a vision for the Council, designing and developing solutions that meet the needs and aspirations of the whole community and
 - ensure the effective operation of the Council's constitutional and political structures, including the Cabinet, the proper and effective provision of scrutiny and an effective representational role for all Members.

Duties and Responsibilities

- The appointment and removal of Cabinet Members and the allocation of Portfolio Holder responsibilities, in accordance with Article 7 of this Constitution.
- To lead, taking into account input and advice from the Scrutiny and Overview Committee and bodies established by this Committee, local partnerships, stakeholders and any other persons as appropriate:
 - the Community Strategy planning process and drive for best value;
 - the development of effective corporate policies to enable the Council to develop high quality services to the people of South Cambridgeshire and to promote the social, economic and environmental well-being of the District;
 - the preparation and review of revenue and capital budgets.
- To lead in ensuring that the Council's strategies, plans, objectives and targets are monitored, implemented and achieved, and that such policies have appropriate regard to the community's interests and to any equalities and diversity issues.
- To lead in seeking to achieve the Council's commitment to continuous improvement.

- To ensure that the Council is open and responsive to the community, so that accountability is seen to operate through transparent policy development and decision-making processes, particularly the scrutiny process.
- To uphold the reputation of the Council effectively, taking a lead on media relations.
- To chair the Cabinet and manage its business / work programme.
- To ensure that decisions are taken properly, openly and, where appropriate, publicly and that key decisions are properly programmed and subject to effective public consultation.
- To ensure that proposals are made and decisions taken within appropriate timescales and in accordance with the Council's budget and policy framework and any other appropriate legislation.
- To arrange for the publication of the Council's Forward Plan.
- To lead on Member training and development needs to ensure Members are properly equipped to carry out their roles, or give full support to the Portfolio Holder with responsibility for this area, as appropriate.
- To ensure the effective management of the delivery of services and review the effectiveness of the Council's organisation and management processes.
- To develop and maintain a good relationship with the Chief Executive of the Council and other Officers, providing the conduit between the Political and Officer Groups and setting an example to the whole organisation.
- To represent the views of his / her Group in relation to any matter on which Officers seek consultation and guidance.
- To provide effective leadership and management of and communications within his / her own group and to ensure that members of his / her group comply with local and national codes of conduct and protocols governing Member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols.
- To nominate Council Members from his/her political group to serve on all appropriate Member bodies, including, as appropriate, other outside bodies.
- To provide effective liaison between all political groups and work closely with the Chairman of the Council to provide clarity between civic and political leadership roles.
- To take on an ambassadorial role and represent by virtue of his / her position, the Council and community on district-wide, regional and national bodies and national and international events relating to, or organised by those bodies.
- To exercise specific powers and duties as set out in the Constitution.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .

Appendix 1e – Deputy Leader of the District Council



If the Leader of the Council so wishes he/she may appoint a Deputy Leader who will serve on the Cabinet.

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility, subject to matters delegated to individual portfolio holders in accordance with Table 2B in Part 3 of this Constitution. Ordinarily the Leader cannot take decisions individually on behalf of the Cabinet, however he/she and, in his/her absence, the Deputy Leader, shall have all the delegated powers, functions and responsibilities of any portfolio holder in that Portfolio Holder's absence.

ROLE DESCRIPTION

Main purpose of role

In addition to the duties and responsibilities expected to be undertaken by all Members to, in the absence of the Leader of the Council, undertake those duties expected of the Leader and encompassed in the role description for that position.

Key Duties and Responsibilities

- To deputise, as necessary, for the Leader of the Council.
- To undertake specific tasks and responsibilities as requested by the Leader.
- To share and support in general, the full workload of the Leader.
- To work actively with the Leader to manage the work of the Cabinet.
- To undertake the responsibilities, if allocated by the Leader, of a Cabinet Portfolio Holder.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council.



Appendix 1f – Cabinet Portfolio Holders

The Leader of the Council will appoint at least two and up to nine Members to the Cabinet and will decide on the number of areas of responsibility and the allocation of those to Members of the Cabinet (each known as a Cabinet Portfolio Holder).

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility. The Portfolio Holder cannot take decisions individually on executive functions for which he / she has responsibility, unless specifically authorised to do so under delegations set out in Table 2B of Part 3 of this Constitution.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all Members, to:
 - hold political responsibility within the scope of the area assigned;
 - provide political leadership in the formulation of strategies and plans within his/her portfolio, the achievement of best value and in the setting of objectives and targets prior to the approval by Cabinet and/or Council.

Duties and Responsibilities

- Participate effectively as a Member of the Cabinet – take joint responsibility with other Cabinet Members for all actions and be accountable collectively.
- Challenge issues prior to making decisions if felt appropriate to do so. Ensure appropriate regard to the community's interests and to any equalities and diversity issues. Encourage openness and honesty.
- To exercise delegated powers in accordance with the Council Constitution.
- Shape and develop the strategic priorities and vision of the Council, participating in debates and discussion about policy issues across the range of services provided by the Council.
- In connection with the portfolio:
 - (a) Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting. Be supportive in dealing with any problems at a strategic level
 - (b) Keep abreast of related developments and policies at national, regional and local level
 - (c) Enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks
 - (d) Represent the Cabinet at the Scrutiny and Overview Committee in connection with any related matter that may be requisitioned (called in). Similarly, attend Scrutiny and Overview Committee at its request in connection with any issues associated with the portfolio that are being scrutinised.

- (e) Be aware of issues of importance to the community and other stakeholders concerning portfolio services and work towards implementing the Community Strategy
 - (f) Be aware of key budgetary issues affecting the portfolio of the Cabinet Member
-
- Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships such as the Local Strategic Partnership.
 - Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills.
 - Along with colleague Cabinet Members be available as appropriate for other Members to discuss any queries or matters of concern.
 - To provide political leadership in ensuring that service strategies, plans, objectives and targets within his / her portfolio are implemented, monitored, and achieved.
 - To remain accountable and answerable to the Council in relation to his / her portfolio.
 - On a programmed basis, to report regularly to the Council setting out progress achieved in the implementation of the service plan within his / her portfolio and outline any proposed developments or current issues and activity within his / her area.
 - At meetings of the Cabinet to present / speak to and to move any necessary motions in relation to his / her portfolio.
 - To attend, if required, the Scrutiny and Overview Committee or a scrutiny panel to be held to account for matters within his / her portfolio and to be questioned.
 - To advise the Cabinet on how to respond to a scrutiny report relating to his/her portfolio.
 - To be the principal political spokesperson for his / her portfolio
 - To engender a culture of 'no surprises' for Local Members by:
 - considering whether any particular area of policy or issue specifically affects a particular Member's division;
 - briefing relevant Local Members at the earliest opportunity and in any event making every endeavour to do so before any matter is considered by the Cabinet or action to be taken becomes public;
 - keeping a Local Member informed about and where practicable inviting the Local Member to intended visits or events within the Member's ward;
 - being aware that if a media enquiry relates to a specific electoral ward and requires a political response that journalists are advised to also contact the relevant Local Member.
 - To represent, by virtue of his / her position, the Council on local, regional or national bodies or at related events and conferences.
 - To attend or be represented at such civic and ceremonial functions as deemed appropriate.

Conventions and Protocols

- The Cabinet Portfolio Holder remains accountable to the Council in relation to the scope of the area assigned to him/her.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .



Appendix 1g – Opposition Group Leader

Each Political Group other than that forming the ruling administration on the Council will appoint one of its Members to the position of Group Leader / Co-ordinator / Convenor.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members, to provide leadership of an opposition group

Duties and Responsibilities

- To provide for residents, stakeholders and partners, visible political leadership in relation to the opposition group's views on the design, preparation and implementation of the Council's policies, strategies, budgets and service delivery.
- To lead the opposition group and provide strategic direction for that group in endeavouring to ensure that the Council works in the best interests of the local community.
- To act as the group's spokesperson on all aspects of the Council's agreed and developing budget and policy framework and fulfil the role of principal spokesperson for his / her group.
- To ensure that members of his / her group comply with local and national codes of conduct and protocols governing member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols.
- To provide, as appropriate, alternatives or amendments to the District Council's policies, strategies and budgets.
- To provide strong and effective leadership of an opposition group including challenging the running of the Council by the controlling group(s) as appropriate.
- To represent the views of his / her Group in relation to any matter on which Officers seek consultation and guidance.
- To maintain effective relationships with the Leader of the Council, other Members of the Council, the Chief Executive, Corporate Managers and other relevant Senior Officers.
- To ensure effective contact with community leaders and other external stakeholders, as appropriate, and represent their views in ensuring effective opposition to the ruling administration, as appropriate.
- To nominate members of his / her group to serve on all appropriate Member bodies, including as necessary other outside bodies.

- To represent, by virtue of his / her position, the Council on district-wide, regional and national bodies and national and international events relating to, or organised by, those bodies.
- If deemed appropriate to take personal responsibility for 'shadowing' one or more service or corporate area of the District Council's activity.
- If deemed appropriate to appoint Members of his / her Group to 'shadow' particular service or corporate areas of the District Council's activity.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will be subject to any Member personal development arrangements agreed by the Council. .



Appendix 1h – Chairman of the Scrutiny and Overview Committee

The Council has established a Scrutiny and Overview Committee to manage and co-ordinate the Council's Scrutiny activities. Its Terms of Reference can be found in Article 6 of this Constitution.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all Members, to lead the management and co-ordination of the Council's Scrutiny activities.

Duties and Responsibilities

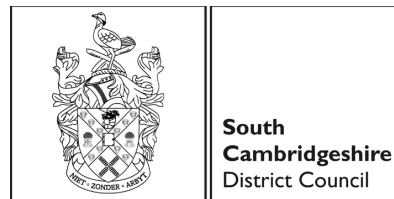
- To chair the Scrutiny and Overview Committee and manage its business in an efficient manner, ensuring effective engagement by all Members and participants.
- To provide leadership and direction for the Committee.
- To promote the role of Scrutiny and Overview both within and outside the Council
- To ensure that adequate resources (financial and officer support) are identified and sought from the Council.
- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community.
- To lead the Committee in conducting its business with respect, equality, fairness, dignity and with regard to the principles of natural justice.
- To lead the Committee in conducting its business in a consensual open, responsible and transparent way.
- To lead and encourage members of the Committee in the formulation of a scrutiny programme which is manageable, balanced and meets the criteria for chosen topics.
- To lead and encourage the Committee in challenging the corporate performance of the Council and in using performance monitoring information to inform scrutiny priorities.
- To ensure that individual scrutiny exercises are conducted in an appropriate and timely manner.
- To take a lead role in evaluating the effectiveness of individual scrutiny panels.
- To participate actively, as appropriate, in scrutiny exercises being undertaken by the Committee, and any task-and-finish groups established by it.

- To ensure the production of high quality reports which are well-drafted, focused, relevant and timely and are well presented to the Cabinet and Council, the public, other stakeholders and the media.
- To present any reports produced by the Committee to the Cabinet and/or Council.
- To report annually to Council as part of the Scrutiny and Overview arrangements.
- To take an active role in monitoring the work of the Cabinet, and reviewing the Forward Plan.
- To develop and maintain a constructive and effective working relationship and links with the Cabinet and its members.
- To develop and maintain an effective working relationship and links with the Vice-Chairman and other Members of the Scrutiny and Overview Committee, non-councillors involved in the scrutiny arrangements, including external stakeholders and partners, scrutiny support and other relevant Officers.
- To bring forward suggestions to ensure the future development of the Council's scrutiny practices.
- To act as the public face / spokesperson for the Committee.
- To exercise the powers of the Chairman of the Committee set out in this Constitution, having particular regard to the following:
 - giving consent to the taking of a Special Urgency decision (Access to Information Procedure Rule 16)
 - giving consent to the taking urgent decisions outside the Budget or Policy Framework (Budget and Policy Framework Procedure Rule 4)
 - call-in of decision outside the budget or policy framework (Budget and Policy Framework Procedure Rule 7)
 - discretion to refuse a call-in request in certain circumstances (Scrutiny and Overview Committee Procedure Rule 12)
- To consider the training and development requirements of those Members engaged in scrutiny and bring forward suggestions for meeting these needs.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council.

Appendix 1i – Vice-Chairman of the Scrutiny and Overview Committee



The Council has established a Scrutiny and Overview Committee to manage and co-ordinate the Council's Scrutiny activities. Its Terms of Reference can be found in Article 6 of this Constitution

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise for the Chairman of the Committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Group.
- To lead, as required, certain small task-and-finish or sub-groups.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council. .

Appendix 1j – Chairmen of Committees and Sub-Committees with Regulatory Roles

(Planning Committee, Licensing Committee, Licensing (2003 Act) Committee)



ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members, to ensure the effective discharge of the functions assigned to the Planning Committee, Licensing Committee and Licensing Committee (2003 Act) ensuring that the provisions of the Council's Procedural Guidance on Planning and Licensing Committees (Part 5, Section L of this Constitution) are complied with.

Duties and Responsibilities

- To Chair and manage the business of the Committee in a fair, impartial open and efficient manner ensuring effective engagement by all Members.
- To provide leadership and direction for it.
- To determine priorities in the light of the volume of work presented to the Committee.
- To facilitate the participation in the Committee by the public and any others in accordance with any scheme agreed from time to time.
- To ensure that the Committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness.
- To ensure that Committee decisions are recorded with full justifications.
- To promote actively national and local codes of good practice in relation to planning and licensing matters.
- To maintain effective working relationships and links with the Vice-Chairman, other Members of the Committee and relevant Officers.
- To develop a thorough understanding of:
 - the process, relevant policies and other material considerations as they relate to the Council's planning and licensing activities.
 - the legal and probity framework relating to planning, development control and licensing.
 - local and national initiatives or developments which are likely to impact on the Council as Planning and Licensing Authority.

Conventions / Protocols

- Every member who serves on the Committee will undertake to abide by the Procedural Guidance for Members and Officers in Planning and Licensing (Part 5, Section L of this Constitution).

No member may serve on regulatory committees unless and until they have undertaken suitable training.

Accountability

The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council.

Appendix 1k – Vice-Chairmen of Committees and Sub-Committees with Regulatory Roles

(Planning Committee, Licensing Committee, Licensing (2003 Act) Committee)



ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Members, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Committee.

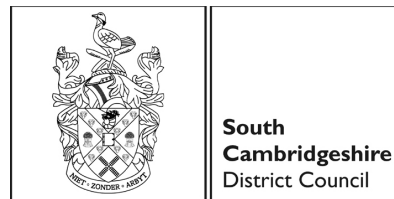
Conventions / Protocols

- Every member who serves on the Committee will undertake to abide by the Procedural Guidance for Members and Officers in Planning and Licensing (Part 5, Section L of this Constitution).
- No member may serve on regulatory committees unless and until they have undertaken suitable training.

Accountability

- The tasks and duties outlined in this role description relate to the political or Member level activities of the District Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Member personal development arrangements agreed by the Council.

Appendix 11 – Chairman of the Standards Committee



The Council is required to establish a Standards Committee to include an agreed number of people who are not elected Members of the Council.

The Committee will appoint one independent person to Chair the Committee.

ROLE DESCRIPTION

Main Purpose of Role

- To take a leading role in promoting and maintaining high standards of conduct by the Council, its Members and co-opted Members.

Duties and Responsibilities

- To Chair and manage the business of the Committee in an efficient manner, ensuring effective engagement by all Members.
- To provide leadership and direction for the Committee.
- To determine priorities in the light of the volume of work presented to the Committee.
- To ensure that the Committee conducts any necessary inquiries, hearings and investigations having regard to the nature of the issue, the rules of natural justice and those local and national procedures adopted by the District Council.
- To promote actively, and on a regular basis, the Members' Code of Conduct and Protocols in place
- To ensure that the Committee monitors on a regular basis the operation of the Members' Code of Conduct and Protocols in place.
- To review the Council's working arrangements for probity and high standards of conduct in public life.
- To command the respect and confidence of the Council in relation to matters of standards and probity.
- To maintain effective working relationships and links with the Vice-Chairman and Members of the Committee, the Chairman of the Council and other relevant Members, the Monitoring Officer and any other relevant Officers.
- To maintain an overview of best practice both nationally and locally.
- To bring forward suggestions for Member training and development in relation to ethical issues.
- To represent, by virtue of his / her position, the Council and Committee on relevant external bodies and events as required.

Accountability

- The tasks and duties outlined in this role description relate to the activities of the postholders within the political structures of the Council. Accountability for the postholders' performance is to the Council.

Appendix 1m – Vice-Chairman of the Standards Committee



ROLE DESCRIPTION

Main Purpose of Role

In addition to undertaking those duties and responsibilities expected of all Members as appropriate, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Committee.

Accountability

- The tasks and duties outlined in this role description relate to the activities of the postholders within the political structures of the Council. Accountability for the postholders' performance is to the Council.



COUNCIL, 26 APRIL 2007 - AGENDA ITEM 8D

Member / Officer Relations Protocol

April 2007

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Member / Officer Relations Protocol

1. Introduction

- 1.1 The Nolan Committee's Report on Standards of Conduct in Local Government in 1997 recommended that every Council should adopt a formal protocol setting out guidance for appropriate relationships between officers and Members. The relationship between Members and officers is an essential ingredient that goes to the very heart of the successful working of the Council. This relationship should be characterised by mutual trust, respect and courtesy. These are essential for good local government and serve to enhance local democracy. Members and officers should feel free to speak to one another openly and honestly. Nothing in this Protocol is intended to change this relationship. The purpose of this Protocol is rather to help Members and officers to perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other. The Protocol aims to serve as a guide to dealing with those issues that most commonly arise or which cause concern.
- 1.2 This protocol seeks to reflect the principles underlying the respective Codes of Conduct which apply to Members and officers. It should be read and operated in the context of any relevant legislation, national and local Codes of Conduct and guidance on effective corporate governance, the Council's Constitution, and any other relevant Council policies. If a Member is unsure about any matter, he / she should contact the Monitoring Officer for appropriate advice or guidance. If any Officer is unsure about any matter he / she should contact their line manager, Corporate Manager or Chief Officer.

2. Roles of Members and Officers

- 2.1 The respective roles of Members and officers can be summarised as follows:

Both Members and officers are servants of the public and they are indispensable to one another. Their individual responsibilities are, however, distinct. Members are responsible to the electorate and serve only so long as their term of office lasts. Officers are employees of the Council and their job is to give advice to Members and the authority, and to carry out the Council's work under the direction and control of the Council, the Executive and relevant Committees, panels etc. Officers must act in the best interests of the Council as a whole and must not give partisan political advice.

Mutual respect between Members and officers is essential to good local government.

Members

- 2.2 Members have three main areas of responsibility: determining the policy of the Council and giving it political Leadership (1), representing the Authority externally (2) and acting as advocates on behalf of their constituents (3). It is not the role of Members to involve themselves in the day-to-day management of the Council's services. Members should be careful to avoid involvement in internal office management, discipline and other employment related issues, as the actions of a Member may be held to be the actions of the Council as an "employer".

Members of the Executive, Chairmen and Vice-Chairmen

- 2.3 Members of the Executive and Chairmen and Vice-Chairmen of Committees and Panels have additional responsibilities. Their relationships with officers may be

different from and be more complex than those of Members without those responsibilities and this is recognised in the expectations they are entitled to have.

Opposition Members

- 2.4 As individual members of the Council, all Members have the same rights and obligations in their relationship with officers and should be treated equally. This principle is particularly important in the context of scrutiny and overview. Where a political group forms an administration, either alone or in partnership with another group or groups, it is recognised that the relationship between officers (particularly those at a senior level in the Council) and the administration will differ from that with opposition groups. However, Members in opposition still have the same rights and obligations in their relationships with officers and should be treated equally.

Officers

- 2.5 The role of officers is to give advice and information to Members and to implement the policies determined by the Council.
- 2.6 Certain employees (i.e. the Head of Paid Service, Monitoring Officer and Section 151 Officer [Chief Financial Officer]) have responsibilities in law over and above their obligations to the Council and its Members that they must be allowed to discharge.

3. Expectations

- 3.1 Members can expect from officers:

- (a) A commitment to the Authority as a whole, and not to any political group
- (b) A working partnership
- (c) An understanding of and support for respective roles, workloads and pressures
- (d) Timely response to enquiries and complaints
- (e) Professional advice, not influenced by political views or preference, which does not compromise the political neutrality of employees
- (f) Regular up-to-date information on matters that can reasonably be considered appropriate and relevant to their needs, having regard to any individual responsibilities that they have and positions that they hold
- (g) Awareness of and sensitivity to the political environment
- (h) Respect, dignity and courtesy
- (i) Training and development in order to carry out their role effectively
- (j) Integrity, mutual support and appropriate confidentiality
- (k) Not to have personal issues raised with them by employees outside the agreed procedures
- (l) That employees will not use their relationship with Members to advance their personal interests or to influence decisions improperly
- (m) That employees will at all times comply with the Officer Code of Conduct

- 3.2 Officers can expect from Members:

- (a) A working partnership
- (b) An understanding of and support for respective roles, workloads and pressures
- (c) Political Leadership and direction
- (d) Respect, dignity and courtesy
- (e) Integrity, mutual support and appropriate confidentiality
- (f) Not to be subject to bullying or to be put under undue pressure. Members should have regard to the seniority of officers in determining what are

reasonable requests, having regard to the power relationship between Members and officers, and the potential vulnerability of officers, particularly at junior levels

- (g) That Members will not use their relationship with officers to advance their personal interests or those of others or to influence decisions improperly
- (h) That Members will at all times comply with the local Code of Conduct

4. Potential Issues

Working Relationships

- 4.1 It is clearly important that there should be close working relationships between Officers of all positions and political parties. However, such relationships should never be allowed to become so close or appear so close as to bring into question the individual's ability to deal impartially with others. Close personal familiarity between individual Members and Officers can damage professional relationships and can prove embarrassing to other Members and Officers. Situations should be avoided, therefore, that could give rise to suspicion and / or appearance of improper conduct or behaviour. This includes excessive socialising between Members and Officers, for example meeting on a social basis more than once per week. Provided these guidelines are observed, there is no reason why there should not be an informal atmosphere between Members and Officers outside formal meetings and events.
- 4.2 Any dealings between Members and Officers should be conducted with mutual trust, respect and courtesy and neither party should seek to take unfair advantage of his / her position. An employee who is one of their constituents may ask a Member for advice and support. Employees are entitled to seek such assistance in the same way as any other member of the public. However, Members should be careful not to prejudice the District Council's position in relation to disciplinary procedures or employment matters in respect of any employee. A Member approached for help in such circumstances should first seek advice from the Monitoring Officer.
- 4.3 In seeking advice and support, Members should have due regard to the seniority of the Officer with whom they are dealing and recognise that, whilst Officers owe an overriding duty to the Council as a whole, such duties are first owed to their respective line managers, Corporate Managers and Chief Officers and not to any individual Member. For this reason, Members should not give direct instructions to staff. In these circumstances, any requests should be given to the Corporate Manager or Chief Officer and not to a more junior Officer.
- 4.4 Members must also not pressurise any Officer to change his / her professional opinion on any Council business matter or do anything that compromises, or which is likely to compromise, the impartiality of Officers or those who work for, or on behalf of the Council.

Constructive Criticism

- 4.5 It is an absolute requirement that councillors do not criticise officers personally or use, as councillors, intemperate language or conduct in public about reports or actions taken by officers. Officers are similarly constrained by their own code, by their employment provisions and by their requirement to maintain professional integrity. It is important that there should be mutual respect and courtesy between councillors and officers and that no councillor or officer should seek to take unfair advantage of their position
- 4.6 Councillors have the right to criticise reports or the actions taken by officers but they should always avoid personal attacks on officers and ensure that criticism is

constructive, well-founded and likely to lead to improved performance in future, rather than solely to apportion blame

Appointments with Officers

- 4.7 Where possible, Members should endeavour to make appointments to speak to all levels of officers so that workloads can be organised around such appointments. This also avoids encroaching on the officer's colleagues' time in dealing with queries they are not best placed to assist with in the absence of that officer. Equally, Members should try to ask questions via e-mail or telephone rather than face-to-face meetings where possible. Members must also appreciate that responses to such queries may not always be immediate depending on the particular officer's work priorities. There should be no expectation among Members that Member queries will always be given priority over an officer's other work commitments.
- 4.8 Members should ensure, where possible, that they speak to the correct level of officer for their query in the first instance and should avoid speaking to chief officers about issues that should be dealt with at a lower level. This is vital if chief officers are to be allowed the time to focus on their more strategic work. Members should speak to the contact centre in the first instance in order to be referred to the officer/service they need to speak to. Members should advise their residents to do the same, and only themselves get involved if there is a failure of service.

5. Accountability of Members / Officers under Scrutiny Arrangements

- 5.1 The Scrutiny and Overview Committee may scrutinise and review decisions made by the Cabinet or actions taken by / or on behalf of the Cabinet. As well as reviewing documentation, in fulfilling the scrutiny role, it may require the Leader, Portfolio Holder, Chief Officer or Corporate Manager to attend before it to explain in relation to matters within their remit:
- any particular decision or series of decisions;
 - the extent to which the actions taken implement Council policy; and / or
 - their performance
- and it is the duty of those persons to attend if so required. However, in exceptional circumstances, if the Member or Officer is unable to attend on the required date, then the Committee shall, in consultation with the Member or Officer arrange for an alternative date for attendance to take place within a reasonable period.
- 5.2 Where any Member or Officer is required to attend a Committee under the provisions of paragraph 5.1 above, the Chairman of the Committee will arrange for the Member or Officer to be informed in writing, giving notice of the nature of the item (with reasons) on which he / she is required to attend to give account and giving sufficient notice having regard to whether or not the production of any documentation or report is required.
- 5.3 A Committee may not scrutinise an action taken by a Chief Officer or Corporate Manager under delegated powers, which is in furtherance of day-to-day administration of the service for which the officer is responsible. Only key decisions taken by officers under delegated powers will be subject to call-in by the Scrutiny and Overview Committee.

6. Local Members

- 6.1 Local Members have an important role to play in representing the District Council in the electoral wards, responding to the concerns of their constituents, in meetings with partners and serving on external bodies and organisations.

- 6.2 It is essential for the proper running of the Council that there should be full consultation with Local Ward Members before decisions are taken which affect their electoral wards. It is the duty of each Corporate Manager to ensure that all relevant staff are aware of the requirements to consult, as set out in the Delegation Rules¹, and to keep local Members informed and that the timing of such information allows Members to contribute to those discussions. Local Members should also be fully consulted and kept informed about matters affecting their wards during the formative stages of policy development. Issues may affect a single electoral ward but others may have a wider impact in which case numerous Members will need to be consulted and kept informed.
- 6.3 Wherever a public meeting is organised by the Council to consider a local issue, all Members representing the electoral ward(s) affected should as a matter of course be invited to attend. Similarly, whenever the Council undertakes any form of consultation exercise, the local Member(s) should be notified at the outset of the exercise.
- 6.4 If a local Member is not sure how to handle a problem that has arisen in their ward they should where possible seek guidance from their Group Leader or Member colleagues before seeking advice from officers.

7. Political Groups

- 7.1 Political group meetings, whilst they form an important part in the preliminaries to Council decision-making, are not formal decision-making bodies of the District Council and as such are not empowered to make decisions on behalf of the Council. Conclusions reached at such meetings do not, therefore, rank as Council decisions and it is essential that Members and Officers understand and interpret them accordingly.
- 7.2 Officer support to political groups must not extend beyond providing information and advice in relation to Council business (not party political business). It may be appropriate for Officers to participate in discussions within political group meetings in relation to the professional advice they give. However, it is good practice for party political discussions and debates to take place and conclusions to be reached in the absence of Officers, in order to avoid suspicion of impropriety or misunderstanding.
- 7.3 Officers must respect the confidentiality of any political group discussions. Any breach of this part of the protocol must be brought to the attention of the Monitoring Officer for consideration. For the avoidance of doubt, it must be recognised by all that, in discharging their duties, Officers serve the Council as a whole and not exclusively any Political Group, combination of groups or any individual Members. Members shall, at all times, respect the political impartiality of Officers and must not expect or encourage Officers to give a political view on any matter.
- 7.4 When an officer is requested to attend a political group meeting:
- the request to attend must be made through and approved by the appropriate Chief Officer;
 - such a request can only be made in relation to Council business; and Officers will:
 - provide relevant factual advice and assistance
 - leave during the deliberations of the political group on the issues;
 - respect the confidentiality of any party group decisions at which they are present; and
 - not champion, defend, action a request or spend any resources of the Council, or be held responsible for actioning in any way whatsoever

¹ Constitution Part 4, pages M-1 to M-5

- the decisions of the political group(s), unless and until such decisions have become the formal decisions of the Council.
- Inform the other political groups, offering them the right of the same information.

8. Ceremonial Events

- 8.1 The Chairman of the District Council, or in his / her absence the Vice-Chairman, will be the appropriate person to lead District Council ceremonial events and to represent the Council by invitation at ceremonial events of other organisations.
- 8.2 Local members should always be informed of, and where possible, invited to ceremonial events taking place within their own wards.
- 8.3 Any Member taking part in a ceremonial event must not seek disproportionate personal publicity or use the occasion for party political advantage, bearing in mind that the Member is representing the Council as a whole.
- 8.4 Members should always dress appropriately for a particular occasion, mindful of their community leadership role. The Chairman of the Council will oversee this obligation.

9. Access to Information and Documentation

- 9.1 Any Member may request a private and confidential briefing from a senior officer on matters of policy, which have already been or may be discussed by the Council within its decision-making or advisory process. All such requests should be made to the appropriate Chief Officer or Corporate Manager and shall be subject to the exigencies of the service. Briefings should remain strictly confidential and are not to be shared with other Members of the Council unless so permitted by the relevant Member and Officer.
- 9.2 Individual Members may request any Chief Officer (or another senior Officer) to provide them with factual information, which is necessary in pursuance of the proper performance of their duties. Such requests must be reasonable and must also recognise the need for Officers to maintain the distinction between the executive and scrutiny processes.
- 9.3 As regards the legal rights of Members to inspect Council documents, these are partly covered by statute and partly by common law. This is commonly known as the "need to know principle".
- 9.4 Sometimes a Member's "need to know" will be presumed. For example a Member is unlikely to be refused opportunity to inspect documents relating to the functions or activities of a member body on which they serve. At other times, for example when documents contain confidential information or personal information about a third party, the Member will need to satisfy the relevant Chief Officer or Corporate Manager about their "need to know".
- 9.5 If a Chief Officer or Corporate Manager considers the cost of providing the information requested, or the nature of the request to be unreasonable he / she should seek guidance from the Principal Solicitor as to whether the information should be provided. Where necessary, the Principal Solicitor will determine whether the information should be provided.
- 9.6 Confidential information relating to casework should not normally be sought. If in exceptional circumstances Members wish to discuss confidential aspects of an

individual case then they shall first seek advice from the appropriate Chief Officer or Corporate Manager.

- 9.7 Finally, any Council information provided to a Member must only be used by the Member for the purpose for which it was provided (i.e. in connection with the proper performance of the Member's duties as a Member of the District Council).

10. Correspondence

- 10.1 Email relating to the Council must be treated in the same way as formal business correspondence and its distribution considered accordingly. Members should restrict the distribution of email correspondence to the intended recipients and refrain from using multi address distribution lists (for example e-mail replies copied to all Members) unless there is good reason so to do. It should be noted that email can be used for documentary evidence in matters such as disciplinary proceedings and libel cases even after it has been deleted.

- 10.2 Official correspondence on behalf of the Council would normally be sent in the name of the appropriate Officer, rather than in the name of a Member. However, there would be circumstances in which it would be appropriate for correspondence to appear in the name of a Member. For example, a local Member may deal with correspondence with a local constituent in relation to a local matter in his / her name. Similarly, the Leader of the Council or a Portfolio Holder may deal with correspondence concerning his / her area of responsibility in his / her name. Any Member who receives correspondence should consider whether it is appropriate in the circumstances for it to be passed to an Officer for a reply or for him / her to reply in his / her name. The Chairman of Council will respond to correspondence addressed to him/her in consultation with the relevant officers. Any such correspondence should always have regard to the Council's policies, practices and procedures and any mechanisms, if appropriate, for changing them. A Member is advised to seek advice, as necessary, from Officers before sending any correspondence in his / her own name. Correspondence which creates legal obligations or gives instructions on behalf of the Council should never be sent out in the name of a Member. Correspondence includes any communication by letter, fax or email.

11. Support Services to Members and Party Groups

- 11.1 The only basis on which the Council can lawfully provide support services (e.g. stationery, typing, printing, photocopying and transport) to Members is to assist them in discharging their duties as a District Councillor. Such support services must therefore only be used on Council business. They should never be used in connection with any party political activity or self-promotion. Where the Council provides ICT equipment in the form of a PC or Laptop computer, the equipment can be used for constituency related tasks or other Council related use. The equipment may also be used for personal use, as long as such use complies with the provisions of section 6, General Use, as set out in the agreement for Members' use of the PC or Laptop computer.

12. Publicity and Media

Publicity

- 12.1 Local authorities are accountable to their electorate. Accountability requires local understanding. This will be promoted by the Council, explaining its policies and priorities to electors. In recent years, all local authorities have increasingly used

publicity to keep the public informed and to encourage public participation and see this as an essential part of providing services.

- 12.2 Publicity is, however, a sensitive matter in any political environment because of the impact it may have. Expenditure on publicity can be expensive. It is essential therefore to ensure that local authority decisions on publicity are made properly and in accordance with clear principles of good practice.
- 12.3 Officers and Members of the Council will, therefore, in making decisions on publicity, take account of the provisions of the national Code of Recommended Practice on Local Authority Publicity and local Publicity Protocol and Media Guidelines (<http://scams.moderngov.co.uk/mglIssueHistoryHome.asp?IId=16674>) If in doubt, Officers and / or Members should initially seek advice from the Council's Communications Team.
- 12.4 Particular care should be taken with Council publicity material in the run-up to an election. During the moratorium on publicity prior to elections, advice concerning any media engagement should be obtained from the Communications Team.

Media

- 12.5 Members wishing to publicise themselves or their political parties must do so in an independent capacity without using Council resources, subject to the provisions of the User Agreement for the use of IT. When using council headed paper or e-mailing using a Council e-mail address the correspondence should not include political comments, nor include an overtly party political stance and should not criticise council policy adopted by full council. If Members wish to make political statements in correspondence they should not use Council headed notepaper.
- 12.6 Members should always bear in mind potential damage to the reputation of the Council before issuing any statement to the press and should check the content of such statements with the Communications Team and their Group Leader before speaking to the media. Members should also be careful not to make derogatory or inflammatory comments about the Council's partner organisations as such comments may affect the success of future partnership working.

13. When Things Go Wrong

- 13.1 Whispering campaigns against Members or officers do not project a healthy environment for engendering mutual trust, respect or courtesy and should be avoided. The following procedures should be followed:

Procedure for Officers to follow when experiencing difficulties with Members

- 13.2 From time to time the relationship between Members and officers may break down or become strained. Whilst it will always be preferable to resolve matters informally, through conciliation by an appropriate senior manager or member, officers will have recourse to a procedure whereby the complaint or grievance will be referred to the Council's Monitoring Officer. An informal meeting will then be arranged between the relevant member and officer, the member's group leader and the Chief Executive. The Chairman of the Standards Committee may also be invited to attend where appropriate. If the matter cannot be resolved internally, if it is a repeat occurrence of an earlier issue or if it concerns a serious breach of the Member Code of Conduct the Member may be referred to the Standards Board for England.

Procedure for Members to follow when experiencing difficulties with Officers

- 13.3 A Member should not raise matters relating to the conduct, behaviour or capability of an Officer in a manner that is incompatible with the objectives of this Protocol. An Officer has no means of responding to such criticism in public. If any Member feels that he / she has not been treated with the proper mutual trust, respect or courtesy or has any concern about the conduct or capability of an Officer, he / she should raise the matter, in private, with the relevant Officer and if necessary with their line manager. Any concerns with regard to a Corporate Manager or the Executive Director should be discussed in private with the Chief Executive. Where the officer concerned is the Chief Executive, the matter should be raised with the Chairman of Council, Leader of the Council or Monitoring Officer, as appropriate to the circumstances. If the matter cannot be resolved informally, it may be necessary to invoke the Council's Disciplinary Procedure.

Whistle blowing

- 13.4 Where an officer or councillor is concerned about potential unlawful conduct of an officer or councillor, the Council's whistle-blowing policy may also be relevant

14. Interpretation

- 14.1 Questions of interpretation of this Protocol will be determined by the Monitoring Officer.

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Amendments to the Member/Officer Protocol, as Recommended by the Scrutiny and Overview Committee on 19 April 2007

Page	Paragraph Number	Amendment
39	4.1	The first sentence should read "... close working relationships between all officers and members." ["of all positions and political parties" is removed]
40	4.8	The sentence "Members can also refer to the departmental organisation charts to establish which officer they need to speak to." was inserted at the end of the paragraph.
41	6.4	should now read "... a problem has arisen in their ward they may if appropriate seek guidance from their Group Leader ..."
42/43	9.6	Following to be added as a final sentence: "If a Member is already in possession of confidential information regarding a constituent then it is acceptable to discuss this with the relevant officer in order to help bring about a satisfactory resolution to a situation."
43	9.7	Remove the first two words "Finally, any"
44	12.4	The words "anelection" need to be separated.
44	12.6	First sentence should read "... should check the content of such statements with their Group Leader ..." [the words "with the Communications Team and" are removed]
44	13.1	Alter the first word "Whispering" to read "Personal"

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Council	26 April 2007
AUTHOR/S:	Chief Executive / Deputy Monitoring Officer	

REVISED CODE OF CONDUCT**Purpose**

1. To adopt the revised Code of Conduct for inclusion into the SCDC Constitution with effect from 3 May 2007.

Background

2. The Local Authorities (Model Code of Conduct) Order 2007 was laid before Parliament on 4 April 2007 and comes into force on 3 May 2007. It has effect as the model code issued by the Secretary of State under section 50 of the Local Government Act 2000 as regards the conduct which is expected of members and co-opted members of an authority. The same code will now apply to district and parish councillors.
3. It would be most efficient to adopt the revised Code on 26 April 2007, with effect from 3 May 2007, ensuring that the revised Code would be in place on Election day and all new and returning District Councillors would agree to its provisions when signing their Acceptance of Office.
4. The Standards Board for England confirms that all other District Councillors will have signed up to the Code automatically when it is adopted by the Council by virtue of signing their Declaration of Acceptance of Office upon election. This declaration states that, "I undertake to observe the code as to the conduct which is expected of members of South Cambridgeshire District Council".
5. The Model Code of Conduct is issued following a consultation on the draft code by the Government which ended on 9 March. The Standards Committee, after inviting comments from all councillors, sent a fully considered response to the consultation paper.
6. The main amendments to the draft code following the consultation can be summarised as follows:
 - (a) References to "the member" and "him and her" in the Code have been replaced with "you" throughout
 - (b) The provision that a member must promote equality by not discriminating unlawfully against any person has been replaced with a provision proscribing members from doing anything that would cause the authority to breach any equality enactments (paragraph 3(2)(a))
 - (c) References to "public service interests" have been deleted and more relaxed provisions on prejudicial interest have been extended to all members (ie. so no member has a prejudicial interest unless a financial benefit to the member, his or her family or those with a close association with him or her is involved,

or if the matter relates to the determining of any approval, consent or licence in relation to the member, his or her family or those with a close association with the member)

- (d) Members with a prejudicial interest are allowed the same right to attend meetings to make representations, give evidence or answer questions as the general public. They will be allowed to attend and speak at meetings provided the public are also allowed to attend for the same purpose
 - (e) The drafting has been amended to ensure that the remit of the code in respect of conduct in a private capacity is restricted to behaviour for which a criminal conviction has been received
 - (f) The rules of gifts and hospitality have been amended to respond to concerns on proportionality so that only gifts and hospitality received in the previous 3 years (rather than the 5 years originally proposed) would have to be disclosed at meetings as personal interests
 - (g) References to people with a “close personal association” with the member have been amended to read “close association” to allow the inclusion of business acquaintances as well as personal friends of the member
7. Following these amendments to the draft the new Model Code of Conduct will differ from the existing Code of Conduct in the following key ways:
- (a) Paragraph 2 (1) now indicates that a member must comply with the Code whenever he or she is conducting the business of the authority in question or acts, claims to act or gives the impressions of acting as a representative of the authority. This is following the judgement in the Livingstone v Adjudication Panel for England [2006] case which raised issues surrounding the proper scope of the 2001 Code and in particular its application to conduct outside a member’s official capacity
 - (b) The scope of the Code is restricted to official capacity (paragraph 2(2)) except in relation to specified Code provisions constituting criminal conduct for which the member has been convicted. This includes any offence committed before the date the member took office but for which the member was convicted after that date. The provisions specified are in paragraph 3(2)(c), where a member must not intimidate complainants, witnesses or those involved in the administration of any investigation or proceedings, paragraph 5 where a member must not conduct him/herself in a manner which could reasonably be regarded as bringing his or her office or authority into disrepute and paragraph 6 (a) where a member must not use their position as a member improperly to confer or secure an advantage or disadvantage for him/herself or any other person.
 - (c) A specific provision is added that bullying of other members, officers or anyone else is a breach of the Code of Conduct. A definition of bullying is not included in the Code but guidance will be issued by the Standards Board.
 - (d) A member may now make a disclosure of information given to him or her in confidence, or which he or she believes to be of a confidential nature, provided the disclosure is in the public interest, in good faith and reasonable and that the member has not breached any reasonable requirements of the

authority. Guidance on how to interpret this will be issued by the Standards Board.

- (e) In paragraph 6 (c) of the new Code Members must now have regard to the Local Authority Code of Publicity made under the Local Government Act 1986. This Code provides instructions about the content, style and distribution of promotional activity and material produced by authorities and is particularly relevant in the period running up to elections.
- (f) The personal interests rules have been simplified in structure and content in Paragraph 8 of the Code as follows:
- (i) A personal interest now arises only where the interest might reasonably be regarded as affecting the member to a greater extent than the majority of other council tax payers, ratepayers or inhabitants *of the ward or division* which is affected by the particular decision. This is a big change from the wording “of the authority’s area” in the existing Code and should allow greater involvement in local decision-making.
 - (ii) The receipt of gifts and hospitality of over £25 in value is now included as an interest that should be registered as a personal interest. The requirement to disclose the personal interest to a meeting ceases after three years following the receipt of the gift or hospitality, although its receipt remains on the register as a personal interest.
 - (iii) Disclosure of a personal interest relating to any body to which the member has been appointed by the authority or any body exercising functions of a public nature need only take place if and when a member wishes to *speak* at a meeting.
 - (iv) The rule on disclosure of interests in respect of a family member or a person with a close association will only apply if the member is aware or ought reasonably to be aware of the interest held by that person.
- (g) The definition of prejudicial interest remains substantially the same at Paragraph 10 (1) as “where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest). However the prejudicial interests rules have been significantly amended as follows:
- (h) A member will not have a prejudicial interest in any business of the authority where that business does not affect the financial position of the member or the body of which they are a member or does not relate to the grant of any approval, consent, licence, permission or registration in relation to the member or the body of which they are a member(Paragraph 10 (2))
- (i) A prejudicial interest will also not arise where the matter relates to the authority’s functions in respect of:
- the setting of council tax or precepts (so there will be no prejudicial interest because of a member’s connections with an organisation funded from a budget which is being set by the council tax settlement)
 - any ceremonial honour (eg considering whether or not a member should become a freeman of the authority)
 - the granting of an allowance, payment or indemnity

- (j) Where a member does have a prejudicial interest he or she may attend a meeting (including an overview and scrutiny committee meeting) but only for the purposes of making representations, answering questions or giving evidence in relation to the business and provided that the public are also allowed to attend the meeting for the same purpose (Paragraph 12 (2)).
- (k) The previous “whistleblowing” requirement to report other members’ breaches of the Code has now been deleted. A provision has been added to protect members who do report serious misconduct from victimisation at paragraph 3 (2) (c).
- (l) Members now have a duty, when reaching a decision on any matter, to have regard to the advice of the Monitoring Officer and Chief Financial Officer when those officers are acting in accordance with their statutory duties.

Considerations

- 8. The Standards Board for England has advised Monitoring Officers, “To facilitate implementation, ensure consistency across authorities and assist members to understand the revised Code, we strongly recommend councils adopt the revised Code at their first opportunity and without amendment. This will give certainty to members and the public as to what standards are expected, ensure consistency throughout England, and minimise the legal risk of your authority adopting additional provisions which are unenforceable.”
- 9. Every provision of the Model Code is mandatory for this council and although additional provisions can be added, subject to their being consistent with the Model Code of Conduct; no provisions from the Model Code of Conduct may be removed. The Standards Committee, in responding to the Consultation Paper, expressed a strong preference for using the third person (e.g., “the member” and “he / she” rather than “you”) but the Model Code has been issued using “You” throughout. The Government has stated that this change followed the recommendation of the majority of consultation respondents who felt this change of wording would make the Code more “accessible” and “user-friendly”. This could be amended back to the third person if members wish this to happen but may be confusing when reading the Code alongside forthcoming Guidance, which will refer to the Model Code wording.

Options

- 10. Not to adopt the revised Code of Conduct at this time. Adoption of the revised Code is mandatory, but s51 of the 2000 Act says that authorities have 6 months to adopt the Code from the date it was made rather than from it coming into force. As the ‘made’ date on the regulations is 2 April 2007 that therefore means that it will apply automatically if not adopted by 1 October 2007.
- 11. There is nothing to be gained by delaying the adoption of the revised Code and it could lead to confusion with changes occurring mid-year.

Implications

12.	Financial	None
	Legal	Adoption of the revised Code is mandatory
	Staffing	None

Risk Management	Delaying adoption of the Code could lead to confusion as to which Code was in place at any given point during the municipal year.
Equal Opportunities	The Code applies to all members equally and will be available in print and electronic format.

Consultations

13. The Standards Committee considered and responded on the draft revisions to the Code of Conduct at their 22 February 2007 meeting. Part of the Committee’s role is to “advise the Council on adoption or revision of the Members' Code of Conduct”. A copy of the revised Code of Conduct (Appendix A) was e-mailed to Standards Committee members on 11 April 2007 for comment; no members disagreed with the proposal to ask Council to adopt it on 26 April 2007 with effect from 3 May 2007.

Effect on Annual Priorities and Corporate Objectives

14.	<table border="1"> <tr> <td>Affordable Homes</td> <td rowspan="7">The revised Code has amended the restrictions on Members’ participation in issues in which they have an interest, allowing greater representation of the electorate.</td> </tr> <tr> <td>Customer Service</td> </tr> <tr> <td>Northstowe and other growth areas</td> </tr> <tr> <td>Quality, Accessible Services</td> </tr> <tr> <td>Village Life</td> </tr> <tr> <td>Sustainability</td> </tr> <tr> <td>Partnership</td> </tr> </table>	Affordable Homes	The revised Code has amended the restrictions on Members’ participation in issues in which they have an interest, allowing greater representation of the electorate.	Customer Service	Northstowe and other growth areas	Quality, Accessible Services	Village Life	Sustainability	Partnership
Affordable Homes	The revised Code has amended the restrictions on Members’ participation in issues in which they have an interest, allowing greater representation of the electorate.								
Customer Service									
Northstowe and other growth areas									
Quality, Accessible Services									
Village Life									
Sustainability									
Partnership									

Recommendations

15. To adopt the revised Code of Conduct for incorporation into the Council’s Constitution with effect from 3 May 2007.

Background Papers: the following background papers were used in the preparation of this report:

- SCDC Constitution
- The Local Authorities (Model Code of Conduct) Order 2007
- The Local Authorities (Model Code of Conduct) (England) Order 2001
- Local Government Act 2000

Contact Officer: Fiona McMillan – Deputy Monitoring Officer
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F. MEMBERS' CODE OF CONDUCT

PART 1: GENERAL PROVISIONS

Introduction and Interpretation

1. (1) This Code applies to **you** as a member of an authority.
- (2) This Code should be read together with the general principles prescribed by the Secretary of State.
- (3) It is your responsibility to comply with the provisions of this Code.
- (4) In this Code –
 - “meeting” means any meeting of –
 - (a) the authority;
 - (b) the executive of the authority;
 - (c) any of the authority's or its executive's committees, sub-committees, joint committees, joint sub-committees, or area committees;
 - “member” includes a co-opted member and an appointed member.

Scope

2. (1) Subject to sub-paragraphs (2) to (5); you must comply with this Code whenever you
 - (a) conducts the business of your authority (which, in this Code, includes the business of the office to which you are elected or appointed); or
 - (b) acts, claims to act or gives the impression you are acting as a representative of your authority,
 and references to a your official capacity shall be construed accordingly.
- (2) Subject to sub-paragraphs (3) and (4), this Code does not have effect in relation to your conduct other than where it is in your official capacity.
- (3) In addition to having effect in relation to your conduct in your official capacity, paragraphs 3(2)(c), 4 and 5(a) also have effect, at any other time, where that conduct constitutes a criminal offence for which you have been convicted.
- (4) Conduct to which this Code applies (whether that is conduct in your official capacity or conduct mentioned in sub-paragraph (3)) includes a criminal offence for which you are convicted (including an offence you committed before the date you took office, but for which you are convicted after that date).
- (5) Where you act as a representative of your authority -
 - (a) on another relevant authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, you must, when acting for that other body, comply with your authority's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

General Obligations

3. (1) You must treat others with respect.
- (2) You must not –
 - (a) do anything which may cause your authority to breach any of the equality enactments (as defined in section 33 of the Equality Act 2006);
 - (b) bully any person;
 - (c) intimidate or attempt to intimidate any person who is or is likely to be –
 - (i) a complainant;
 - (ii) a witness; or
 - (iii) involved in the administration of any investigation or proceedings,
 in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct; or
 - (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, your authority.
4. You must not –
 - (a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where –
 - (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is –
 - (aa) reasonable and in the public interest; and
 - (bb) made in good faith and in compliance with the reasonable requirements of the authority; or
 - (b) prevent another person from gaining access to information to which that person is entitled by law.
5. You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute.
6. You -
 - (a) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and
 - (b) must, when using or authorising the use by others of the resources of your authority –
 - (i) act in accordance with your authority's reasonable requirements; and
 - (ii) ensure that such resources are not used improperly for political purposes (including party political purposes); and
 - (c) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
7. (1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by -
 - (a) your authority's chief finance officer; or
 - (b) your authority's monitoring officer,
 where that officer is acting pursuant to his or her statutory duties.
- (2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.

PART 2: INTERESTS***Personal Interests***

8. (1) You have a personal interest in any business of your authority where either –
- (a) it relates to or is likely to affect –
 - (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
 - (ii) any body –
 - (aa) exercising functions of a public nature;
 - (bb) directed to charitable purposes; or
 - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),
 of which you are a member or in a position of general control or management;
 - (iii) any employment or business carried on by you;
 - (iv) any person or body who employs or has appointed you;
 - (v) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
 - (vi) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
 - (vii) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
 - (viii) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
 - (ix) any land in your authority's area in which you have a beneficial interest;
 - (x) any land where the landlord is your authority and where you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
 - (xi) any land in your authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
 - (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected by the decision.

- (2) In sub-paragraph (1)(b), a relevant person is –
- (a) a family member or any person with whom you have a close association; or
 - (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
 - (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
 - (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

Disclosure of Personal Interests

9. (1) Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.
- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

Prejudicial interest generally

10. (1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business –
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;

- (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
- (c) relates to the functions of your authority in respect of –
 - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
 - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
 - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
 - (iv) an allowance, payment or indemnity given to members;
 - (v) any ceremonial honour given to members; and
 - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

Prejudicial interests arising in relation to overview and scrutiny committees

11. (1) You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where
- (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

Effect of prejudicial interests on participation

12. (1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority –
- (a) you must withdraw from the room or chamber where a meeting considering the business is being held –
 - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
 - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;
- unless you have obtained a dispensation from your authority's Standards Committee;
- (b) you must not exercise executive functions in relation to that business; and
 - (c) you must not seek improperly to influence a decision about that business.
- (2) Where you have a prejudicial interest in any business of your authority, you may attend a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

PART 3: THE REGISTER OF MEMBERS' INTERESTS

Registration of members' interests

- 13.** (1) Subject to paragraph 14, you must, within 28 days of –
- (a) this Code being adopted by or applied to your authority; or
 - (b) your election or appointment to office (where that is later),
- register in your authority's register of members' interests (maintained under section 81(1) of the Local Government Act 2000) details of your personal interests where they fall within a category mentioned in paragraph 8(1)(a), by providing written notification to your authority's monitoring officer.
- (2) Subject to paragraph 14, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1), register details of that new personal interest or change by providing written notification to your authority's monitoring officer.

Sensitive information

- 14.** (1) Where you consider that the information relating to any of your personal interests is sensitive information, and your authority's monitoring officer agrees, you need not include that information when registering that interest, or, as the case may be, a change to that interest under paragraph 13.
- (2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under paragraph (1) is no longer sensitive information, notify your authority's monitoring officer asking that the information be included in your authority's register of members' interests.
- (3) In this Code, "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation.

Comparison Table	
Existing Code of Conduct	Revised Code of Conduct
<p>PART 1: GENERAL PROVISIONS</p>	<p>PART 1: GENERAL PROVISIONS</p>
	<p><u>Introduction and Interpretation</u></p> <p>1. (1) <u>This Code applies to you as a member of South Cambridgeshire District Council.</u></p> <p>(2) <u>You should read this Code together with the general principles prescribed by the Secretary of State.</u></p> <p>(3) <u>It is your responsibility to comply with the provisions of this Code.</u></p> <p>(4) <u>In this Code –</u></p> <p style="padding-left: 20px;"><u>“meeting” means any meeting of –</u></p> <p style="padding-left: 40px;">(a) <u>the authority;</u></p> <p style="padding-left: 40px;">(b) <u>the executive of the authority;</u></p> <p style="padding-left: 40px;">(c) <u>any of the authority’s or its executive’s committees, sub-committees, joint committees, joint sub-committees, or area committees;</u></p> <p style="padding-left: 20px;"><u>“member” includes a co-opted member and an appointed member.</u></p>
<p>Scope</p> <p>1. (1) A member must observe the authority’s code of conduct whenever he -</p> <p style="padding-left: 20px;">i. conducts the business of the authority;</p> <p style="padding-left: 20px;">ii. conducts the business of the office to which he has been elected or appointed; or</p> <p style="padding-left: 20px;">iii. acts as a representative of the authority,</p> <p>and references to a member’s official capacity shall be construed accordingly.</p> <p>(2) An authority’s code of conduct shall not, apart from paragraphs 4 and 5(a) below, have effect in relation to the activities of a member undertaken other than in an official capacity.</p>	<p>Scope</p> <p>2. (1) <u>Subject to sub-paragraphs (2) to (5);</u> you must comply with this Code whenever you</p> <p style="padding-left: 20px;">(a) conduct the business of your authority (which, in this Code, includes the business of the office to which you are elected or appointed); or</p> <p style="padding-left: 20px;">(b) act, <u>claims to act or gives the impression you are acting</u> as a representative of your authority,</p> <p>and references to a member’s official capacity shall be construed accordingly.</p> <p>(2) Subject to sub-paragraphs (3) and (4), this Code does not have effect in relation to your conduct other than where it is in your official capacity.</p>

<p>(3) <u>In addition to having effect in relation to conduct in your official capacity, paragraphs 3(2)(c), 4 and 5(a) also have effect, at any other time, where that conduct constitutes a criminal offence for which you have been convicted.</u></p> <p>(4) <u>Conduct to which this Code applies (whether that is conduct in your official capacity or conduct mentioned in sub-paragraph (3)) includes a criminal offence for which you are convicted (including an offence you committed before the date you took office, but for which you are convicted after that date).</u></p> <p>(5) Where you act as a representative of the authority - (a) on another relevant authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or (b) on any other body, you must, when acting for that other body, comply with your authority's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.</p>	<p>(3) Where a member acts as a representative of the authority - (a) on another relevant authority, he must, when acting for that other authority, comply with that other authority's code of conduct; or (b) on any other body, he must, when acting for that other body, comply with the authority's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.</p> <p>(4) In this code, "member" includes a co-opted member of an authority.</p> <p>General Obligations</p> <p>2. A member must - (a) promote equality by not discriminating unlawfully against any person; (b) treat others with respect; and (c) not do anything which compromises or which is likely to compromise the impartiality of those who work for, or on behalf of, the authority.</p>
<p>[See <u>paragraph 1(4)</u>]</p> <p>General Obligations</p> <p>3. (1) You must treat others with respect. (2) You must not - (a) <u>do anything which may cause your authority to breach any of the equality enactments (as defined in section 33 of the Equality Act 2006);</u> (b) <u>bully any person;</u> (c) <u>intimidate or attempt to intimidate any person who is or is likely to be -</u> (i) <u>a complainant;</u> (ii) <u>a witness; or</u> (iii) <u>involved in the administration of any</u></p>	

<p>(d) <u>investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct; or</u> do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, your authority.</p>	
<p>4. You must not –</p> <p>(a) disclose information given to you in confidence by anyone, or information acquired by you which you believe <u>,or ought reasonably to be aware,</u> is of a confidential nature, except where –</p> <p>(i) you have the consent of a person authorised to give it;</p> <p>(ii) you are required by law to do so</p> <p>(iii) <u>the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person;</u> or</p> <p>(iv) <u>the disclosure is –</u></p> <p>(aa) <u>reasonable and in the public interest;</u> and</p> <p>(bb) <u>made in good faith and in compliance with the reasonable requirements of the authority; or</u></p> <p>(b) prevent another person from gaining access to information to which that person is entitled by law.</p>	<p>3. A member must not –</p> <p>(a) disclose information given to him in confidence by anyone, or information acquired which he believes is of a confidential nature, without the consent of a person authorised to give it, or unless he is required by law to do so; nor</p> <p>(b) prevent another person from gaining access to information to which that person is entitled by law.</p>
<p>5. You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute.</p> <p>6. You -</p> <p>(a) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and</p> <p>(b) must, when using or authorising the use by others of the</p>	<p>4. A member must not <u>in his official capacity, or any other circumstance,</u> conduct himself in a manner which could reasonably be regarded as bringing his office or authority into disrepute.</p> <p>5. A member -</p> <p>(a) must not <u>in his official capacity, or any other circumstance,</u> use his position as a member improperly to confer on or secure for himself or any other person, an advantage or disadvantage; and</p>

<p>(b) must, when using or authorising the use by others of the resources of the authority -</p> <ol style="list-style-type: none"> i. act in accordance with the authority's requirements; and ii. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the authority or of the office to which the member has been elected or appointed. <p>6. (1) A member must when reaching decisions -</p> <ol style="list-style-type: none"> (a) have regard to any relevant advice provided to him by - <ol style="list-style-type: none"> (i) the authority's chief finance officer acting in pursuance of his duties under section 114 of the Local Government Finance Act 1988; and (ii) the authority's monitoring officer acting in pursuance of his duties under section 5(2) of the Local Government and Housing Act 1989; and (b) give the reasons for those decisions in accordance with the authority's and any statutory requirements in relation to the taking of an executive decision. 	<p>resources of your authority –</p> <ol style="list-style-type: none"> (i) act in accordance with your authority's <u>reasonable</u> requirements; and (ii) ensure that such resources are not used improperly for political purposes (<u>including party political purposes</u>); and <p>(c) <u>must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.</u></p> <p>7. (1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by -</p> <ol style="list-style-type: none"> (a) your authority's chief finance officer; or (b) your authority's monitoring officer, where that officer is acting pursuant to his or her statutory duties. <p>(2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by your authority.</p>
<p>(2) In sub-paragraph (1)(b) above and in paragraph 9(2) below, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.</p> <p>7. A member must, if he becomes aware of any conduct by another member which he reasonably believes involves a failure to comply with the authority's code of conduct, make a written allegation to that effect to the Standards Board for England as soon as it is practicable for him to do so.</p>	

PART 2: INTERESTS**Personal Interests**

8. (1) A member must regard himself as having a personal interest in any matter if the matter relates to an interest in respect of which notification must be given under paragraphs 14 and 15 below, or if a decision upon it might reasonably be regarded as affecting to a greater extent than other council tax payers, ratepayers or inhabitants of the authority's area, the well-being or financial position of himself, a relative or a friend or -
- (a) any employment or business carried on by such persons;
- (b) any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any corporate body in which such persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
- (d) any body listed in sub-paragraphs (a) to (e) of paragraph 15 below in which such persons hold a position of general control or management.

PART 2: INTERESTS**Personal Interests**

8. (1) You have a personal interest in any business of your authority where either -
- (a) it relates to or is likely to affect -
- (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) any body -
- (aa) exercising functions of a public nature;
- (bb) directed to charitable purposes; or
- (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),
- of which you are a member or in a position of general control or management;
- (iii) any employment or business carried on by you;
- (iv) any person or body who employs or has appointed you;
- (v) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
- (vi) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
- (vii) any contract for goods, services or works made between your authority and you or a

<p>(viii) <u>the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;</u></p> <p>(ix) <u>any land in your authority's area in which you have a beneficial interest;</u></p> <p>(x) <u>any land where the landlord is your authority and where you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;</u></p> <p>(xi) <u>any land in the authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or</u></p> <p>(b) <u>a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected by the decision.</u></p>	<p>firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);</p> <p>(2) In sub-paragraph (1)(b), a relevant person is –</p> <p>(a) <u>a member of your family or any person with whom you have a close association; or</u></p> <p>(b) <u>any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;</u></p> <p>(c) <u>any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or</u></p> <p>(d) <u>any body of a type described in sub-paragraph (1)(a)(i) or (ii).</u></p>
<p>(2) In this paragraph -</p> <p>(a) "relative" means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the preceding persons; and</p> <p>(b) "partner" in sub-paragraph (2)(a) above means a member of a couple who live together.</p>	

Disclosure of Personal Interests

9. (1) A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

Disclosure of Personal Interests

9. (1) Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.
- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

See [deleted] paragraph 6(2)

(7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

Prejudicial Interests

10. (1) Subject to sub-paragraph (2) below, a member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.
- (2) A member may regard himself as not having a prejudicial interest in a matter if that matter relates to -
- (a) another relevant authority of which he is a member;
 - (b) another public authority in which he holds a position of general control or management;
 - (c) a body to which he has been appointed or nominated by the authority as its representative;
 - (d) the housing functions of the authority where the member holds a tenancy or lease with a relevant authority, provided that ~~he does not have arrears of rent with that relevant authority of more than two months, and provided that~~ those functions do not relate particularly to the member's tenancy or lease;
 - (e) the functions of the authority in respect of school meals, transport and travelling expenses, where the member is a guardian or parent of a child in full time education, unless it relates particularly to the school which the child attends;
 - (f) the functions of the authority in respect of statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where the member is in receipt of, or is entitled to the receipt of such pay from a

Prejudicial interest generally

10. (1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business -
- (a) ~~does not affect your financial position or the financial position of a person or body described in paragraph 8;~~
 - (b) ~~does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or~~
 - (c) relates to the functions of your authority in respect of -
 - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
 - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
 - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;

relevant authority; and
 (g) the functions of the authority in respect of an allowance or payment ~~made under sections 173 to 176 of the Local Government Act 1972 or section 18 of the Local Government and Housing Act 1989.~~

(iv) an allowance, payment or indemnity given to members;

(v) ~~any ceremonial honour given to members; and~~
 (vi) ~~setting council tax or a precept under the Local Government Finance Act 1992.~~

Overview and Scrutiny Committees

11. (1) For the purposes of this Part, a member must if he is involved in the consideration of a matter at a meeting of an overview and scrutiny committee of the authority or a sub-committee of such a committee, regard himself as having a personal and a prejudicial interest if that consideration relates to a decision made, or action taken, by another of the authority's -
 (a) committees or sub-committees; or
 (b) joint committees or joint sub-committees, of which he may also be a member.

(2) ~~But sub-paragraph (1) above shall not apply if that member attends that meeting for the purpose of answering questions or otherwise giving evidence relating to that decision or action.~~

Participation in Relation to Disclosed Interests

12. (1) Subject to sub-paragraph (2) below, a member with a prejudicial interest in any matter must -
 (a) withdraw from the room or chamber where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he has obtained a dispensation from the authority's standard's committee;

Prejudicial interests arising in relation to overview and scrutiny committees

11. (1) You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where
 (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
 (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

Effect of prejudicial interests on participation

12. (1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority -
 (a) you must withdraw from the room or chamber where a meeting considering the business is being held -
 (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;

<p>(ii) <u>in any other case</u>, whenever it becomes apparent that the business is being considered at that meeting;</p> <p>unless you have obtained a dispensation you're your authority's Standards Committee;</p> <p>(b) you must not exercise executive functions in relation to that business; and</p> <p>(c) you must not seek improperly to influence a decision about that business.</p> <p>(2) Where you have a prejudicial interest <u>in any business of your authority</u>, you may <u>attend</u> a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) <u>but only for the purpose of making representations, answering questions or giving evidence relating to the business</u>, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.</p>	<p>(b) not exercise executive functions in relation to that matter; and</p> <p>(c) not seek improperly to influence a decision about that matter.</p> <p>(2) A member with a prejudicial interest may, <u>unless that interest is of a financial nature, and unless it is an interest of the type described in paragraph 11 above, participate in a meeting of the authority's</u></p> <p>(a) overview and scrutiny committees; and</p> <p>(b) joint or area committees,</p> <p><u>to the extent that such committees are not exercising functions of the authority or its executive.</u></p>
<p>[See paragraph 1(4)]</p> <p>PART 3: THE REGISTER OF MEMBERS' INTERESTS</p> <p><i>Registration of <u>members' interests</u></i></p> <p>13. (1) <u>Subject to paragraph 14, a member must</u>, within 28 days of –</p> <p>(a) this Code being adopted by or applied to your authority; or</p> <p>(b) your election or appointment to office (where that is later),</p> <p>register in your authority's register of members' interests</p>	<p>PART 3: THE REGISTER OF MEMBERS' INTERESTS</p> <p><i>Registration of Financial and Other Interests</i></p> <p>14. Within 28 days of the provisions of an authority's code of conduct being adopted or applied to that authority or within 28 days of his election or appointment to office (if that is later), a member must register his financial interests in the authority's register maintained under section 81(1) of the Local Government Act 2000 by providing written notification to the authority's monitoring officer of -</p> <p><u>(a) any employment or business carried on by him;</u></p>

- (b) ~~the name of the person who employs or has appointed him, the name of any firm in which he is a partner, and the name of any company for which he is a remunerated director;~~
 - (c) ~~the name of any person, other than a relevant authority, who has made a payment to him in respect of his election or any expenses incurred by him in carrying out his duties;~~
 - (d) ~~the name of any corporate body which has a place of business or land in the authority's area, and in which the member has a beneficial interest in a class of securities of that body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;~~
 - (e) ~~a description of any contract for goods, services or works made between the authority and himself or a firm in which he is a partner, a company of which he is a remunerated director, or a body of the description specified in sub-paragraph (d) above;~~
 - (f) ~~the address or other description (sufficient to identify the location) of any land in which he has a beneficial interest and which is in the area of the authority;~~
 - (g) ~~the address or other description (sufficient to identify the location) of any land where the landlord is the authority and the tenant is a firm in which he is a partner, a company of which he is a remunerated director, or a body of the description specified in sub-paragraph (d) above; and~~
 - (h) ~~the address or other description (sufficient to identify the location) of any land in the authority's area in which he has a licence (alone or jointly with others) to occupy for 28 days or longer.~~
- 45.** ~~Within 28 days of the provisions of the authority's code of conduct being adopted or applied to that authority or within 28 days of his election or appointment to office (if that is later), a member must register his other interests in the authority's register maintained under section 81(1) of the Local Government Act 2000 by providing written notification to the authority's monitoring officer of his membership of or position of general control or management in any~~
- ~~(a) body to which he has been appointed or nominated by the authority as its representative;~~

(maintained under section 81(1) of the Local Government Act 2000) details of your **personal** interests **where they fall within a category mentioned in paragraph 8(1)(a)**, by providing written notification to your authority's monitoring officer.

- ~~(b) public authority or body exercising functions of a public nature;~~
- ~~(c) company, industrial and provident society, charity, or body directed to charitable purposes;~~
- ~~(d) body whose principal purposes include the influence of public opinion or policy; and~~
- ~~(e) trade union or professional association.~~

16. A member must within 28 days of becoming aware of any change to the interests specified under paragraphs 14 and 15 above, provide written notification to the authority's monitoring officer of that change.

Registration of Gifts and Hospitality

~~**17.** A member must within 28 days of receiving any gift or hospitality over the value of £25, provide written notification to the authority's monitoring officer of the existence and nature of that gift or hospitality.~~

(2) Subject to paragraph 14, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1), register details of that new personal interest or change by providing written notification to your authority's monitoring officer.

[See paragraph 8(1)(viii)]

Sensitive information

14. (1) Where you consider that the information relating to any of your personal interests is sensitive information, and your authority's monitoring officer agrees, you need not include that information when registering that interest, or, as the case may be, a change to that interest under paragraph 13.

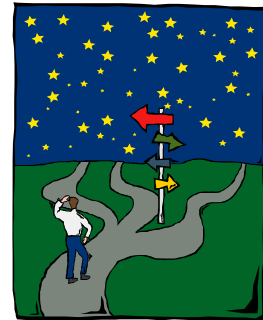
(2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under paragraph (1) is no longer sensitive information, notify your authority's monitoring officer asking that the information be included in your authority's register of members' interests.

(3) In this Code, "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL



MEMBER TOOL KIT



1. “Member Contract” – written undertaking to abide by the protocols in this toolkit *[to be sent by e-mail to all Members prior to the Council meeting]*
2.
 - (a) 10 General Principles of Conduct *[The Nolan Principles]*
 - (a) SCDC Code of Conduct
 - (b) SBE Guide to the Revised Code of Conduct *[see Agenda Item 9]*
 - (c) Declaration of Interests Flowchart *[in terms of the new Code]*
3.
 - (a) Councillors’ Guide to Pre-Determination & Bias *[legal advice note based on case law]*
 - (a) Gifts & Hospitality – Additional guidance for Councillors
 - (b) Procedural Guidance - Planning & Licensing *[in Constitution]*
 - (c) Whistleblowing Policy *[agreed by Cabinet 12 December 2006]*
4. Member/Officer Relations Protocol *[see Agenda Item 8d]*
5. Member Role Descriptions *[see Agenda Item 8d]*
6. Skills Framework for Elected Members & Leaders *[IDeA Ethical Governance Toolkit]*
7. Protocol on the Use of IT by Members *[already in place]*
8. A Councillor’s Guide 2007/8 *[latest version of what Members already have]*
9. SCDC Member Development Programme *[unlikely to be ready for 26 April; will follow]*
10. SCDC Organisation Structure Charts *[points of contact / pictures of officers, floor plan of building with location of departments]*

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COUNCIL – 26 APRIL 2007

AGENDA ITEM 10 - MEMBER CONTRACT AND TOOLKIT

REVISED RECOMMENDATIONS

(1) Breach of Codes/Protocol Procedure

That the following local procedure be agreed and included in the Member Toolkit, to be followed where there are potential breaches of the Code of Conduct and other protocols:

- If a complaint is made to the Chief Executive or Monitoring Officer about the behaviour of a Member that Member will receive a written invitation from the Chief Executive and/or Monitoring Officer to attend a meeting to discuss the issue. The Member's relevant group leader will also be invited to attend the meeting and the Chairman of the Standards Committee may also be invited to attend. If the complaint is deemed to be a valid complaint following initial investigation by the Chief Executive and/or Monitoring Officer, the Member will be asked to apologise, where appropriate, or receive a written warning that such behaviour is not welcome at the Council and asking that there be no recurrences. The Member will be warned at this stage that if the type of behaviour happens again then it will be recommended that a complaint be made to the Standards Board for England.
- If the Chief Executive or Monitoring Officer, following an initial investigation of the facts, deems that a complaint against a Member is likely to be upheld and that under the SBE system the conduct is of a type likely to attract a penalty (other than censure or a recommendation for training) then such a complaint would be referred directly to the SBE.
- If a Member has previously been found to have breached the Code of Conduct (either by the Council or the SBE) and a similar complaint is made again (*and the Chief Executive or Monitoring Officer, following an initial investigation of the facts, deems that a complaint against a Member is likely to be upheld*) such a complaint will also be referred directly to the SBE.

If, following an initial investigation, the Chief Executive or Monitoring Officer is unable to ascertain the facts at issue in a complaint against a Member and it concerns a possible breach of the Code of Conduct then it will be recommended that a referral is made to the SBE so that a full investigation can take place.

(2) Member Undertaking

That the following Member undertaking be approved for signing at the Annual Meeting of Council, at which Members will be issued with their copies of the Member Toolkit:

"I acknowledge the need to establish a culture of high ethical standards within South Cambridgeshire District Council and understand that by signing this undertaking I am demonstrating my commitment to achieving this.

I agree to abide by and respect the rules, procedures, policies, protocols and guidance set out in the Member Toolkit as follows:

- Letter to all Members introducing Member Toolkit from the Chairman of Council, Leader of Council & Chief Executive
- Breach of code/protocols procedure
- 10 General Principles of Conduct (Statutory Instrument 2001/1401)
- SCDC Code of Conduct (2007)
- Statutory guidance issued on the revised Code of Conduct
- Councillor's Guide to Pre-Determination & Bias
- Gifts & Hospitality – additional guidance for Councillors
- Procedural Guidance for Planning & Licensing Committees
- Whistleblowing Policy
- Member/Officer Relations Protocol
- Member Role Descriptions
- Skills Framework for Elected Members (IDeA)
- Protocol on the Use of IT by Members
- A Councillor's Guide (IDeA)

Signed

.....
District Councillor

Dated.....”

(3) That the contents of the Member Toolkit be approved, subject to the agreement of (1) and (2) above.



Scrutiny and Overview Committee 2nd Annual Report to Council



26 April 2007
www.scams.gov.uk/scrutiny

1.0 PURPOSE OF THE REPORT

- 1.1 The Constitution requires the Scrutiny and Overview Committee to “report once a year at the April meeting of Council (as the last Council meeting of the municipal year) on its current programme of scrutiny performance review and the performance of the executive based against the Performance Plan (PP) or other objective criteria, and confirm its future scrutiny and performance review programme.”
- 1.2 This is the second annual report and covers the period from April 2006 to March 2007. It will go to Council on [26 April 2007](#).
- 1.3 The report:
- (a) Summarises the achievements of the Committee
 - (b) Summarises how the Committee has developed in the past year and suggests options for further improvements
 - (c) Comments on the overall effectiveness of the Cabinet and Council

2.0 RECOMMENDATIONS MADE BY THE COMMITTEE

Neighbourhood Disputes

- 2.1 The Committee meeting on [20 April 2006](#) discussed the way in which the Council helped to resolve neighbourhood disputes.

Recommendations Made

- 2.1.1 The Committee recommended that
- New Members be provided with guidance on how to respond to reports of neighbourhood disputes as part of the induction process
 - That copies of the written guidance for officers be shown to interested Members
 - Councillors be advised to pass on any complaints they receive to the Contact Centre
- 2.1.2 These recommendations were passed to officers for implementation.

2.2 Concessionary Fares

The Committee meeting on [15 June](#) heard from lead officers and Cabinet Members from both the County Council and this authority on the concessionary fares scheme, which allowed people over 60 and those with disabilities to travel for free only within their district. Questions were also received from members of the public.

Recommendations Made

- 2.2.1 The Committee recommended that
- The County Council continue to work with each district authority and start to look ahead to next year with the aim of implementing of a county-wide scheme under the auspices of the County Council.
 - All stakeholders continue to liaise with central government, in particular with regard to the allocation of funding, to attempt to implement a county-wide scheme.

Outcome

- 2.2.2 In August it was announced that council chiefs and bus operators in Cambridgeshire and Peterborough had agreed on a deal to deliver a free countywide scheme, allowing eligible passengers to cross district and city boundaries in Cambridgeshire and Peterborough for free. It also allowed free travel on Cambridge Park and Ride services.
- 2.2.3 The Committee discussed the general provision of bus services at the meeting of [19 October](#) and a small task and finish group was set up. This produced details of the bus services for each parish.



2.2.4 It was suggested at the meeting of 15 February that concerns regarding transport could be raised at a meeting of the Local Strategic Partnership, possibly under discussions of the Sustainable Community Strategy.

2.3 Standards Hearings

The Committee heard from the Chief Executive on the costs incurred from recent Standards Hearings and legal advice and the way in which partnership working had reduced these costs. The Committee also discussed the importance of standards training but no recommendations were made.

2.4 Developing a Policy on CRB Checks

Following a recommendation by Council the Committee decided to ascertain the best way in which this policy could be implemented and pass its findings on to Cabinet.

Recommendation Made

- 2.4.1 The Committee recommended that Cabinet develop a policy on CRB checks which:
- will subject all newly elected Councillors to a standard CRB Check
 - will encourage all existing Members to agree to a standard CRB Check
 - will ensure the results of the CRB Checks be first reviewed by a manager of appropriate responsibility.

Outcomes

- 2.4.2 Cabinet decided not to proceed with the proposal to require that all members be subject to a Criminal Records Bureau (CRB) check but, in the event of a councillor commencing in a role which does meet the CRB eligibility criteria, that the Leader or Democratic Services Manager advise the Council's CRB lead counter-signatory and that a CRB check be undertaken and the reasons for the councillor being CRB checked clearly be documented against the eligibility criteria.

2.5 Presentation from CALC

2.5.1 The Committee received a presentation from Keith Barrand, the Chief Executive of CALC. There was a useful discussion on relations between the authority, CALC and the parish councils. No recommendations were made.

2.6 Post Office Closures

2.6.1 The Committee heard a presentation from the watchdog Postwatch at its meeting on 18 January. The Committee reviewed the progress made on this issue at its meeting on 15 February to ensure that the Council gave a comprehensive response to the Government's consultation process.

Outcomes

- 2.6.2 The Committee agreed to set up an informal task and finish group of Councillors R Hall, Mrs EM Heazell, AG Orgee and Mrs HM Smith which:
- Sent a letter to the Secretary of State for Trade and Industry, expressing concerns about the closure programme, the proposed criteria and the proposed process.
 - Asked all members to give details of their local post offices and collated their responses.



- Completed the Government's consultation form, with extra information on the post offices that had been provided by local members, including transport links and the importance of this service provision to the residents.
- 2.6.3 At the Committee's meeting in **February** it was decided to write a second letter to the Minister as no response had been received from the first letter. The Chairman wrote a letter regretting the lack of a reply and restated the requirements for the criteria on consultation. No answer has been received to the Chairman's second letter.

2.7 Council's Complaints and Compliments Procedure

- 2.7.1 The Committee discussed a draft version of the Complaints and Compliments procedure at its meeting in **March 2007**.

Outcomes

- 2.7.2 The Committee
- Suggested that the number of internal stages be reduced from three to two
 - Made a number of minor textual amendments to the draft policy
 - Set up a task and finish group of Councillors DH Morgan and CR Nightingale to ensure that the essence of the points made by the Committee were addressed in the final policy.

3.0 OPTIONS FOR IMPROVING THE EFFECTIVENESS OF THE COMMITTEE

3.1 Reviewing the Council's Policies

- 3.1.1 At its meeting on **20 April 2006** it was agreed that it was inappropriate for the Committee to ask officers, who were not a service head, to answer questions on the Council's policies.

- 3.1.2 The Committee reviewed this matter at its meeting on **15 February 2007** and decided that only members of the Executive should be asked questions on the Council's policies. This would allow senior officers to spend less time at meetings and focus more on service delivery.



3.2 Monitoring Portfolio Holders

- 3.2.1 On **15 June 2006** it was agreed
- To appoint two monitors to each portfolio, with the Chairman and Vice-Chairman to deputise in the event of absence of the monitor.
 - That the two members should be of different political groups

Outcome

- 3.2.2 Two Scrutiny monitors now attend each portfolio holder meetings and report back any relevant issues to the Committee. This has brought the scrutiny process into decision making. It could be possible to develop this further in the future with all Scrutiny members acting as monitors.
- 3.2.3 This practice was praised in the recent corporate governance report and it is expected that Committee will continue to develop it.

3.2 Training

- 3.3.1 Details of LGIU course has been e-mailed to Members of the Committee. 10 Members attended a scrutiny training course at Newmarket on 20 November and the Vice-Chairman attended a residential training course in York.
- 3.3.2 The Vice-Chairman reported to the Committee on the training course in York, to ensure that all members benefited from his attendance.

3.3.3 Training sessions are being facilitated by the Improvement and Development Agency (IdeA), the first of which took place on 15 March. These sessions will inform the recommendations from the Scrutiny Sub-Group, as described in paragraph 3.9.1.

3.3.4 The Chairman of Scrutiny will be going to the Leadership training academy in the summer.

3.4 Development of Webpage



3.4.1 The Committee set up a sub-group to develop the [Scrutiny webpage](#) which allows residents to [suggest agenda items](#) for the Committee to consider.

3.4.2 The Committee agreed to further develop the page, after analysing the number of hits received.

3.5 Monitoring of Recommendations

3.5.1 At its meeting in [February 2007](#) the Committee agreed that some form of monitoring of its recommendations was required, to ensure that the annual report could properly review the Committee's effectiveness. This will be implemented for the coming year.

3.6 Updating the agenda programme

3.6.1 At the Committee meeting in [March 2007](#) it was suggested that too much of the Committee's time was being spent on examining the agenda programme, instead of focussing on more strategic issues. It was decided that the Chairman and Vice-Chairman should be responsible for amending the agenda programme.

3.7 Role of non-executive members

3.7.1 At its meeting in [March 2007](#) it was suggested that all non-executive Councillors should choose to be a member of one of the following:

- Scrutiny and Overview Committee
- A Group of Members to be appointed by the Scrutiny and Overview Committee onto its Task and Finish Groups
- Licensing Committee
- Planning Committee

3.7.2 This suggestion was made in the expectation that the Cabinet will not be setting up any Advisory Groups in 2007/08. Council agreement will be required to adopt this suggestion.

3.8 Evening meetings and meetings being held outside the Council Office

3.8.1 March's Committee broadly agreed that meetings would be held in the evening in 2007/08. It was also hoped that suitable venues could be found to host meetings away from the Council Offices, a move intended to make it easier for residents to attend meetings of the Committee.

3.9 Scrutiny Sub-Group

3.9.1 A sub-group was set up by the Committee to suggest ways in which the scrutiny function of the Council could be improved. Following the training on 15 March, the Sub-Group contributed to a draft action plan drawn up by Warren Leigh, Local Government Services Consultant, from the IDeA. It is expected that draft action plan will inform discussions on how the Committee should respond to the criticism of the scrutiny function detailed in the corporate governance report.

4.0 PROGRESS BEING MADE BY THE EXECUTIVE

4.0.1 Presentations were received from all members of the executive, which provided Cabinet members with an opportunity to inform the Committee of the challenges that would be

faced over the coming year and allowed Members of the Committee to question executive Members over their responsibilities.

4.1 Call-Ins

Climate Change Group

4.1.1 Cabinet's decision not to set up a Climate Change Group was called-in and scrutinised by the Committee on [20 July 2006](#). The Committee decided to refer this matter to Council, which accepted the Committee's recommendation to set up a Climate Change Group which reported directly to Council, not Cabinet.



4.1.2 The Climate Change Group will meet in [April 2007](#), following the appointment of the new Strategic Sustainability Officer.

4.2 Corporate Governance Inspection (CGI)

4.2.1 The CGI report was published on [8 February 2007](#) and stated that the Council "*does not meet minimum requirements in three of the four aspects of corporate governance assessed*". The report was critical of both Cabinet and Scrutiny and it is clear that both bodies will have to work together to respond to the challenges resulting from the Inspection. The effectiveness of current arrangements and the introduction of enhanced arrangements, supported by the appointment of a dedicated scrutiny support officer, will be taken forward as part of the Improvement Plan, to be agreed by Council in response to the CGI report.

5.0 CONCLUSION

5.1.1 Whilst the Committee has produced useful work this year, there can be no doubt that a radical overhaul is required. In particular the Committee will have to direct its focus on:

- Performance of services and Performance Indicators
- Services to the community and community involvement

5.1.2 All members of the Committee need to be committed to implementing the changes that will be necessary to improve the scrutiny function.

5.1.3 Council will need to agree to recommendations from the Committee with regard to the place of the Scrutiny and Overview Committee in the Council's structures.

Councillor Mrs EM Heazell
Chairman, Scrutiny and Overview Committee